

STRATEGIC PLAN 2015-2017



Building a Noble Legacy of Fatherhood



FATHERS AND FAMILIES CENTER

Affiliated with Eskenazi Health



introduction

"Parents give their children two things; one is roots, the other is wings."



Our mission is our reason for being...our call to action. It is a promise to fathers and fragile families in Indianapolis that they are valued and deserve an opportunity to make a better life for their children.

Our Mission

To build a noble legacy of fatherhood – assisting fathers in achieving self-sufficiency and in strengthening families to improve the life chances of children.

Our Vision

Each father we serve loves, supports, encourages, and actively participates in his family. Furthermore, each individual and family we serve has a stable and healthy home environment and a productive and fulfilling livelihood.

Our History

Fathers and Families Center (FFC) is a United Way agency that serves and supports young, at-risk fathers and their fragile families throughout Marion County, Indiana. Originally conceived in 1994 as Wishard Health Services' Father Resource Program, it evolved into an independent 501(c)3 agency in 1999 that is still affiliated with Eskenazi Health.

For over 20 years, FFC has been at the forefront of addressing some of Indianapolis' most pressing issues: father absence, fragmented families, poverty, unemployment and crime prevention. Since its inception, FFC has remained focused on addressing these critical challenges facing fathers and their families by: providing education and supportive services to develop life skills and increase father engagement; creating economic stability through education and employment; navigating child support and child welfare services; and accessing other key interventions and supportive services ranging from mental health and substance abuse counseling, a clothes pantry and advocacy.

Our Approach

Fatherhood and family matters are complicated. Many variables affect the health and stability of a household. In order to advance our vision, we channel our efforts toward the dynamics that are most pivotal to those we serve.

Drawing upon two decades of direct service experience plus published research on the lives of participants like ours, our theory of change focuses on four critical areas:



BASIC NEEDS

Access fundamental requirements that serve as the foundation for survival. Basic needs such as food, shelter and clothing are necessary to the development of a strong community and a necessary precursor to individual self-sufficiency.



ECONOMICS

Earn, keep and grow resources; learn and use technical and decision-making skills that foster career progress; and build the financial foundation for self-sufficiency.



EDUCATION

Develop academic skills to prepare for training opportunities and/or obtain high school equivalency; have the skills and confidence necessary to be successful in advanced training and post-secondary programs.



MENTAL, EMOTIONAL AND PHYSICAL HEALTH

Handle frustrations and conflicts in a positive and peaceful manner; eat nutritious meals and get physical exercise; demonstrate a generally positive outlook and mental stability; and, if necessary, complete a prescribed treatment regimen.



RELATIONSHIPS

Enjoy a positive and supportive relationship with spouse or significant other(s); model positive behaviors to children; understand children's cognitive, psychological, and physical development; and manage resources to give children a stable economic and academic foundation.

CORE CLASSES

Fatherhood Development

Healthy Relationships

Child Welfare Navigation

High School Equivalency Classes

GOAL

Finish a Core Class and complete an individualized Service Plan that identifies personal, education and employment goals.

DIRECTED LEARNING

Culturally competent and caring staff will direct learning in the core classes.

CORE SERVICES

WORKFORCE

- Placement/Retention
- Job Club
- Center for Working Families Model - programs

COLLEGE/CAREER

- Career Exploration
- College Preparation
- Advanced Training/Certification

HEALTH/WEELLBEING

- Counseling
- Support Groups
- Health/Wellness Classes
- Referrals

BUILDING A LEGACY

SELF-SUFFICIENCY

- Family Formation
- Job Retention
- Career Advancement
- Financial Planning
- Stable Housing
- Reliable Transportation

CITIZENSHIP

- Voting
- Philanthropy
- Civic/Faith-based Affiliation

SELF-WORTH/WEELLBEING

- Self-Confidence
- Hope
- Appreciation of Life

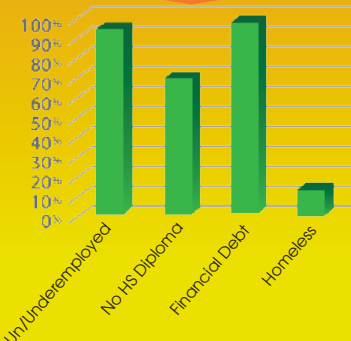
INDIRECT/ SELF-DIRECTED LEARNING

We will move participants along a continuum of classes, services and support so they will develop the knowledge, skills, abilities, and resources to become self-directed. We will use classes, conversations, counseling, informal gatherings, recognition, and barrier removal assistance to guide progress.

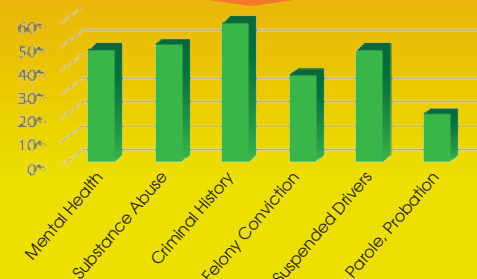
Who We Serve

FFC serves the most vulnerable young fathers and their families in Marion County. They are faced with chronic hardships creating feelings of hopelessness and worthlessness. 90% of participants are African American; 80% are male with 78% younger than 35 years of age; with the majority ranging in age from 18-29.

BARRIERS TO SELF-SUFFICIENCY



COMPOUNDING FACTORS





goals

Building a Noble Legacy of Fatherhood

Impetus for Strategic Planning

Celebrating over 20 years of service to the Greater Indianapolis area, the Center has seen significant changes in the population it serves as well as some devastating community trends in regards to family formation, poverty, education, crime, and employment trends. These trends include the following:

- Changing family structure in the United States resulting in NO typical definition of family
- Rising number of violent crimes throughout Marion County and in particular in the zip-code areas that we predominantly serve
- Increased number of diagnosed and undiagnosed cases of mental health issues among poor and transient populations
- Continued under-representation of young, Black males in academic success at the high school and post-secondary levels
- Increased levels of generational family illiteracy
- Increased demand to integrate technology in the classroom to enhance learning and improve job readiness
- Continued over-representation of Black males in the judicial system

To ensure the Center continues to address such changing trends, Fathers and Families Center conducts a strategic planning process every three years. With a focus on mission, vision, goals and strategies for 2015-2017, this plan creates an aggressive roadmap for the next three years, while it also ensures accountability, relevancy, and high-quality services for the communities the Center proudly serves.



PLAN

GOAL 1:

Earn a reputation as a leader in matters of fatherhood

STRATEGIES

Strategy A: Earn public visibility and respect as an organization that understands issues of fatherhood and provides research-validated services and resources about fathering trends and practices.

Strategy B: Help participants develop as involved and responsible fathers within their family and community.

Strategy C: Promote the joys of responsible fatherhood and healthy family relationships.

GOAL 2:

Foster healthy and enriching relationships

STRATEGIES

Strategy A: Support our participants as they develop and grow healthy and respectful relationships with self, family, and others.

Strategy B: Guide fathers with children in the child welfare/child support system as they navigate the system and participate in Center services.

Strategy C: Implement individual service plans with participants.



GOAL 3:

Prepare participants to sustain a livelihood for a solid foundation at home

STRATEGIES

Strategy A: Prepare and enable participants to earn resources that will lead each participant toward a solid education and financial foundation.

Strategy B: Prepare participants to keep and grow resources that will lead to self-sufficiency.

Strategy C: Provide a full array of High School Equivalency preparation services.

Strategy D: Establish partnerships and provide program services to help participants advance from HSE and connect with referral institutions and training and certification programs.

Strategy E: Maintain current partnerships and establish new partnerships with employers, particularly those that will hire ex-offenders.

GOAL 4:

Build the capacity to assist participants with health issues

STRATEGIES

Strategy A: Help participants cope with and/or surmount emotional and mental health dynamics that could undermine their ability to support themselves and/or their families.

Strategy B: Teach and model healthy lifestyles.



GOAL 5:

Invest in services for a socioeconomically diverse mixture of fathers and families

STRATEGIES

Strategy A: Establish effective recruitment and retention protocols to ensure diversity of participants.

Strategy B: Ensure our services, knowledge, and perspectives will be relevant for fathers and families in our recruitment areas as our community evolves.



GOAL 6:

Operate spaces that promote healthy lifestyles, family involvement, learning, collaboration, and security

STRATEGIES

Strategy A: Provide safe environments that are inviting to ALL and that enable our staff and participants to focus on healthy lifestyles, family involvement, and learning.

Strategy B: Promote our vision for a new facility as a “stretch goal.”

PLAN

GOAL 7:

Pursue organizational excellence through board and staff skills, roles, and norms

STRATEGIES

Strategy A: Maximize our impact and optimize our resources through thoughtful, informed, and active leadership, management, and staff operations.

Strategy B: Establish a culture that ensures continuous improvement in the quality of programs and service delivery.

Strategy C: Provide effective operational and financial support for the Center’s programs.

GOAL 8:

Continue financial growth by diversifying income, raising awareness, and showing impact

STRATEGIES

Strategy A: Be strong enough financially to run high-quality operations that will advance our mission and enable us to achieve each goal in this strategic plan.

Strategy B: Establish a long-term marketing and communications plan to raise awareness and show impact.



“Other things may change us, but we start and end with the family.”

~Anthony Brandt



Acknowledgments

Special thanks to our community partners and stakeholders for participating in our strategic planning process. Also thanks to Bryan Richards, President, Aspen Impact, who facilitated this process and guided the Strategic Planning team to chart the direction of the agency for the next three years. The strategic planning team for this project included several board members and community representatives:

- Kevin Griffen, *Board Member*
- Harry McFarland, *Community Advisor*
- Wallace McLaughlin, *President/CEO*
- Anna Melodia Garrett, *Director of Operations and Grants Management*
- John Smith, *Board Member*

To learn more about our vision and goals, please contact:

Dr. Wallace McLaughlin

President and CEO of the Fathers and Families Center
(317) 921-5950

Wallace.McLaughlin@eskenazihealth.edu

Or learn more at www.fatherresource.org

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FatherResource.org

2835 North Illinois Street
Indianapolis, IN 46208
(317) 921-5935

3710 N. Mitthoeffer Road
Indianapolis, IN 46235
(317) 713-0782



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