

#### **Our mission**

At Berkshire, our mission is to strengthen children and families so they can live safely, independently, and productively within their home communities. We provide a slate of trauma-informed care programming for New York families ranging from foster care to family preservation services that meet the unique needs of children and families across the State.

## Our impact

Berkshire serves 55 of 62 (89%) counties across New York State, including rural areas where family services are sparse. In 2021 alone, we served over 8,000 children and families through six key program areas:



Family Preservation | 4,368 individuals served



Behavioral Health | 2,288 individuals served



Foster Care | 1,074 individuals served



Shelter Care | 427 individuals served



Detention Services | 165 individuals served



Group Homes | 44 individuals served

### Our plan

To continue positioning ourselves at the forefront of child and family services across New York State, Berkshire has committed to a strategic plan that charts a bold course for the organization's future, informed by the latest best practices and innovative models of care.

#### Our goals

We have outlined three ambitious goals that anchor our aspirations over the next five years. Each goal is accompanied by a set of carefully planned strategies and actions that will be implemented by our talented team. The chart below summarizes our plan at a high-level.



# **Deepen impact**

Berkshire is dedicated to providing the best, most responsive services possible to communities across New York State. To deepen our impact, we will continue to increase our investment in community-based programming that is responsive to local needs and provides families with the care and resources needed to maintain safe, healthy, and happy homes.

# **Select strategies**

- Increase our investment in community-based programming, that keeps children close to their existing care networks and supports
- Develop and strengthen evidence-based program models that are proven to effectively improve outcomes for children and families
- Continue to expand our mental health services across the State
- Strategically partner with other organizations, counties, or businesses to collaboratively serve counties more effectively

### Meet the demand

Berkshire's ambitious scale and programming requires a complex network of staff and resources across the State. We will invest internally to bolster our operations so we can continue to serve communities more effectively, efficiently, and securely.

### **Select strategies**

- Improve information technology systems across the organization
- Equip staff with new technology that enables them to better serve the families of New York
- Strengthen data collection practices agency-wide and standardize performance indicators
- Leverage optimized data to analyze and improve our program and service delivery

## **Invest in our team**

Berkshire's greatest asset is our talented team, who are dedicated to improving the lives of fellow New Yorkers. We recognize the importance of investing in a strong team for our success and will prioritize efforts to hire and retain diverse and talented staff who represent the communities we serve.

### **Select strategies**

- Increase compensation and provide other incentives to acknowledge our existing staff and attract talented individuals to build their careers at Berkshire
- Develop standard procedures and hiring practices informed by diversity, equity, and inclusion best practices
- Review current department structures and identify teams that need additional support
- Improve communications and connections across our team statewide