

GI-3 Strategic Plan

Original Date:09/01/06
Revision Date:7/28/2014
Policy Number: GI-3
Department of Origin: General Information

Mission:

JAFCO's mission is to care for abused and neglected children and those with disabilities in the Jewish community and to work in partnership with families and the entire community.

Vision:

We believe that the care of children in our community is our responsibility, one we accept with joy, pride and love. Our vision is to provide a privately funded accredited model child welfare program which can be replicated in other communities around the country including a continuum of high quality family preservation, foster care, adoption, emergency shelter, group home, independent living, and mentoring services to at-risk children and families in the community and to provide family enrichment, support and respite care for families raising children with developmental disabilities. The immediate vision would focus on South Florida Jewish community (incorporating the counties of Miami-Dade, Broward and Palm Beach). The long-range vision is to expand our services to other Jewish communities around the country beginning in the Northeast. While JAFCO was created to meet an unmet need in the Jewish community, as a Jewish community it is our privilege and our responsibility to serve any child or family in need.

Core Values:

- Compassion
- Respect
- Community
- Love and Kindness
- Stability

Philosophy and Beliefs:

- We believe that communities will respond to the responsibility of identifying and caring for abused and neglected children and those with disabilities when individuals are appropriately educated as to presence of local children needing their protection and families needing their support, and when an organizational framework is established that provides concerned people with opportunities to participate in meeting the needs of such children and the in accordance with national best practices.
- We believe that children served by JAFCO should be treated no differently than the way that nurturing parents would act toward their biological children- offering them the best life has to offer in all aspects of their social, emotional, physical, educational, cultural and spiritual development.
- We believe that every effort should be made to maintain a child safely within their family, and that out of home placement should be avoided if at all possible.
- We believe that nothing is more tragic than a family torn apart and that when removal of a child from his family is unavoidable, providing that child with a familiar cultural and religious environment will help maintain and strengthen that child's identity as they heal from the trauma of abuse and neglect.
- We believe that caring for children should not be viewed as charity, but should be viewed as a parent caring for a child -- with joy, pride, love and support.

Scope:

- JAFCO offers a comprehensive continuum of services annually to over 1100 children ages birth to 24 in the South Florida community each year in one or more of the following programs: Family Preservation, Foster Care, Adoption, Mentoring, Emergency Shelter, Group Home and Independent Living.
- JAFCO cares for all children regardless of religion, race, gender or ethnicity.
- Children can be referred to all of JAFCO's programs through the state child welfare system and judiciary or privately by family members, community professionals and community members at-large.

- The JAFCO Children’s Ability Center opened in 2014 and offers family enrichment, resources, therapeutic support and respite care to families raising a child with a developmental disability. Services are offered to children birth through 22 in South Florida. Families from around the country are also welcome to use our respite services.
- As part of the vision to disseminate the JAFCO model to other communities around the country, an expansion effort was established in 2007 to organize the three communities in the NE including Philadelphia, South Jersey and Long Island to raise funds and awareness about the JAFCO model. In 2014, a JAFCO program office was opened in Philadelphia to bring the JAFCO Model to these Northeast Communities.

History:

- In 1992, JAFCO was incorporated as a non-profit agency in the State of Florida and licensed the following year by the Florida Department of Children and Families as a child placing and adoption agency.
- Our Founding Board Chair is still involved in the organization and our founding CEO and COO are still in their positions 25 years later.
- To provide private funding for needed services, JAFCO created a network of over a dozen volunteer driven “chapters” in various communities around South Florida with the goal of raising awareness and funds for the agency.
- Initial JAFCO programs included foster care, adoption, family preservation and mentoring with an annual budget of \$50k.
- During its first ten years of operations, JAFCO received referrals on over 1,000 children including 200 children who needed placement and services that were not then available through JAFCO. Upon careful analysis of our data, it was determined that these underserved children fell into three main categories: (1) children in need of emergency shelter often in the middle of the night, (2) adolescents and children who more difficult to place in foster homes due to their age and behaviors, and (3) sibling groups of three, four or more children for whom we could not find a suitable foster or adoptive home in which they could remain together. To meet the needs of these underserved children, the JAFCO Board created the vision of a residential Children’s Village.
- In 1998, JAFCO received a \$1m seed grant from the State Legislature through the Department of Children and Families to begin the planning and construction of the JAFCO Children’s Village
- JAFCO has built a solid and unique reputation in our community for providing quality services, for our ability to raise private funds, create government partnerships and for our ability to leverage a valuable grass roots movement that supports our mission with over \$100k per year in kind giving, thousands of volunteers and over 100,000 donors in our database.
- In 2002, JAFCO received a \$350,000 annual contract from the Children’s Services Council of Broward County to provide in home therapeutic services to families with the empirically based MST (Multi-Systemic Therapy) Model. To date this program has received national awards and continues to this date.
- In 2003, JAFCO opened the JAFCO Children’s Village, a 5.6-acre campus which added six group homes and an emergency shelter to the services already provided.
- In 2004, JAFCO received a federal grant from the Department of Elder Affairs to support grandparents raising their grandchildren with the creation of Senior Caregiver Program offering case management, in home support services, support groups, and funding for community based respite care. That program continues to this day.
- In 2004, JAFCO was approved as a Medicaid Provider by the State of Florida.
- In 2006, in response to the alarming increase in the numbers of children diagnosed with developmental disabilities, the JAFCO Board of Trustees expanded our mission to include children with developmental disabilities and their families by approving the creation of an innovative state-of the-art Children’s Ability Center to provide family enrichment, resources, therapeutic support and extended respite care all under one roof.
- In 2006, JAFCO received a second seed grant from the Florida Legislature of \$975,000 for the construction of the Children’s Ability Center through the State of Florida Agency for Persons with Disabilities. The land for the Center was donated to JAFCO by the Daniel D. Cantor Senior Center and the Jewish Federation of Broward.
- In 2007, JAFCO began raising funds and awareness about the issue of child abuse within the Northeast community in Philadelphia, NJ and Long Island with one staff member working out of a home-based office with the assistance three volunteer chapters in PA, NJ and NY.
- In 2008, JAFCO was accredited by CARF (the Council of Residential Facilities), an international accrediting body. JAFCO has maintained that accreditation status without interruption since that time.
- In 2014, JAFCO opened its first office in Philadelphia and hired our first clinical social worker.
- In 2014 JAFCO opened the Children’s Ability Center.
- In 2015, JAFCO became a licensed foster care and adoption agency in the State of Pennsylvania.
- In 2017/18, JAFCO celebrated its 25th Anniversary

The JAFCO Model:

The success of the JAFCO Model is attributable to the combination of four factors:

- 1) an improved sense of security, belonging, continuity and permanency that comes when children and families feel they are being served by an agency that serves as “extended family” within their own community;
- 2) the presence of an experienced professional organization that is capable of providing the highest quality care for abused, neglected and abandoned children using compassionate evidence-based treatment modalities;
- 3) an educated and caring community that takes ownership of the problem and provides a solution that includes financial and volunteer support;
- 4) a public-private partnership which integrates and combines diversified governmental and community support and funding.

The ability of a community to act as an extended family to help disadvantaged children in need of safety is crucial to the success of the JAFCO mission – it is what makes us unique and it is the first component of the JAFCO model. Caring for children whose lives include abuse, neglect, abandonment or a developmental disability is a community responsibility. The JAFCO model was first created by the Jewish community, but this model can be applied to any community whether by faith, geography or another demographic. JAFCO feels that the most effective method for assisting children and families in need should be at the community grassroots level. Communities that serve their populations have a critical advantage in that they can act as extended families to the children being served. The feeling of being part of an extended family is vitally important to the health and well-being of the children and families being served. When JAFCO is viewed as an extended family it provides children with a sense of security, belonging, continuity and permanence that augments the family structure. This is particularly true for children who are the most disadvantaged, those who have been abused, neglected, abandoned or are disabled. Working together as a community and as an extended family is a core value found in all JAFCO programs and services and endorsed by our stakeholders.

The second step of the JAFCO Model is to **provide empowerment and leadership to the community** to raise the bar in terms of quality of evidence-based and compassionate services provided to the most disadvantaged children in our nation. The selection and training of a highly dedicated and talented professional staff working in partnership with and an equally passionate, influential and generous Board of Trustees to provide governance, fiduciary oversight and funding are the key elements of this next step.

In the third step of the JAFCO model **the community is then educated about the needs of the most disadvantaged children in our community**. When people are educated that such needs are currently present in their own communities, they almost immediately take ownership of this problem by viewing such children as “their children” and “their responsibility” to reach out and assist. The community is initially organized with the use of community town hall meetings, presentations to both faith-based and civic groups, special events, and private parlor meetings. As a result of these efforts, referrals for services are made from community members who begin to take on the role of watching out for the safety of children in their community. Community volunteer groups or “chapters” are created by professional staff, with the goal of raising awareness about the JAFCO mission and also to provide funding.

The final step is for JAFCO to **create a private-public partnership** which includes state licensing and certification and the formation of relationships with the judiciary, other social services agencies and professionals and key political leaders who care deeply about the needs of children. Limited government funding is combined with extensive community charitable giving and the use of professional and lay volunteers to provide a level of support that far exceeds what other social service programs can provide. Diversification of private funding sources is key and includes special events, private donations, exclusive giving circles, special purpose funds, private foundation grants, endowments and planned giving.

Goals and Objectives

GOAL 1: To create an organizational structure and succession plan that incorporates the Children’s Ability Center, the JAFCO Children’s Village and the Northeast Communities Expansion

(Target Date: 6-2018 by the E.D. and Board Bi-laws and Succession Planning Committee)

- Conduct analysis of agency staffing needs and overall organizational structure for South Florida and expansion efforts
- Identify needed positions and budgetary requirements

- Review current staffing pattern to identify duplication and unneeded positions and update job descriptions for all existing staff
- Present updated organizational chart for approval to Board of Trustees
- Create both an emergency and retirement succession plan for all management and executive leadership positions
- Identify/recruit staff needed to implement succession planning

GOAL 2: To enhance governance structure to support current growth and future development

(Target Date: 12-2017 by the E.D. and Board Bi-laws and Succession Planning Committee)

- Grow and diversify Board of Trustees to support NE efforts in PA, NJ and NY
- Update by-laws to maximize cohesive relationships amongst all boards with adherence to the JAFCO mission
- Create an annual meeting of all JAFCO Boards
- Create a board succession plan with term limits for leadership

GOAL 3: To fully operationalize the JAFCO Children's Ability Center

(Target date 12-2018 by Executive Director, COO, and CAC leadership team)

- Provide a full continuum of quality supportive services to families who are raising children with developmental disabilities as funding permits included but not limited to:
 - Family assessment and planning
 - Intensive case management and referral
 - Support groups for mothers and fathers
 - ABA assessments and in home ABA therapy
 - Informal parent support opportunities in Parent Café
 - Take out dinners in Parent Café
 - Yoga, massage and wellness activities in Parent Café
 - Support Groups for extended family members
 - Educational seminars for parents on life planning topics
 - Monthly Parents' Night Out activities
 - Half or full day respite care program
 - Overnight and weekend respite care program
 - Scheduled extended respite care for up to two weeks per year per child
 - Emergency respite care for family emergencies
 - Behavior training for parents
 - Intensive behavior training workshops for parents and extended family
 - Social Skills training for children and teens
 - Life Skills training for teens
 - *Sibshops* groups for typical siblings
 - Creation of an OT, Speech and ABA therapy clinic
 - Specialized after-school Clubs for socialization, fun and friendship
 - Family weekends in Respite Home
 - Temporary shelter placement for a child with developmental disability who has experienced abuse or neglect
 - Community workshops and trainings related to developmental disabilities
 - Parent to Parent mentoring program

GOAL 4: Operate and improve an entire continuum of care for abused, neglected and at-risk children in South Florida

(Target Date 12-2018 by Executive Director, COO and Residential Director, Clinical Team Leader)

- Children's Village objectives
 - existing programs, referral sources, quality and outcomes based upon CARF and licensing standards
- Complete 3rd CARF re-accreditation in September of 2017
- Maintain licensure and contracts and achieve outcomes with lead agency in Broward; maintain and strengthen relationships in Dade and Palm Beach Counties
- Maintain quality of physical appearance of JAFCO Village
- Maintain private funding to allow continued acceptance of community children in shelter and group homes without state stipends
- Expand enrichment programs for swimming, fine arts and music, computers, sports and other extracurricular activities
- Strengthen educational supports to ensure every child has the skills and opportunity to attend college or vocational school

- Create JAFCO Alumni Circle to involve successful graduates of JAFCO programs who can mentor other JAFCO youth.
- Recruit mentor for every child at the Children's Village who ready to participate in program
- Ensure that all children over the over the age of 13 are actively involved in independent living skills training
- Provide a life coach for all children beginning in their senior year of high school and continuing through college
- Foster Care and Adoption Program objectives:
- Maintain licensed foster care capacity at a minimum of 10 foster care beds
- Enhance recruitment efforts of foster/adoptive families
- Assist couples in successful and timely infant adoption while providing care and support to birth mothers who make the decision to voluntarily place their newborn for adoption
- Maintain and strengthen support group for adoptive parents
- Provide on going support and clinical services (case management, therapy, psychiatric care and 24 hour on call emergency support) to JAFCO adoptive families
- Create adoption support groups for adopted children
- Offer specialized support and training for parents of older adopted children who are exhibiting externalizing behaviors and mental health symptoms.
- Family Preservation objectives:
- Ensure that family preservation and family strengthening is our first goal in each and every JAFCO case
- Maintain an ability to provide these services at no charge to the family and continue to seek additional funding sources for through appropriate RFP responses to government sources and to available grants from private foundations

GOAL 5: To build a self-sustaining fully endowed organization with a comprehensive development plan

(Target Date 12-2027 by Executive Director, Director of Philanthropy, Development Team, Board of Trustees)

Annual Fund Objectives: Broaden annual funding sources to provide income for all programs.

- Strategies:
- Private Contributions
- Tributes and Brick Program
- Special Events which include fundraising ask and pledge cards
- Social media, website, on-line giving
- Donor management in updated donor database
- Chapter Events and Chapter Membership
- Direct Mail Program (Holidays, Summer Camp, Membership as well as specific designated email requests and on-line giving)
- Government Contracts and Funding, Legislative initiatives
- Grant writing, maintenance and research
- Identification of family foundations
- Person served fees, Medicaid and 3rd party insurance billing
- Donor Stewardship, Recognition and Appreciation
- Parlor Meetings
- Godparent Circle, Godparent Recommitment
- Village Tours
- JAFCO Videos

Endowment Fund Objectives: To increase existing \$7m endowment in order to help sustain the needs of JAFCO for generations to come.

(Target date 12-2027)

- Funding strategies include:
- Provide donor stewardship, recognition and appreciation to targeted legacy prospects
- Recognize Legacy Circle in annual report, on website, on wall in Development Wing and at annual donor thank you reception
- Recognize Founders Circle in annual report, on website, on wall in Development Wing, Gala Lifetime Achievement Award and annual donor thank you reception
- Provide options to donors interested in Major Gifts, Donor Advised Special Purpose Funds, and Other Named Gifts
- Maintain and strengthen JAFCO Gift Annuity Program
- Strengthen Planned Giving Council to introduce legacy donor to the agency and create annual donor seminars
- Create Major Gifts and Endowment Guide to list all possible major giving opportunities Create monthly Board member and donor sponsored Parlor Meetings

- Maximize use of Investment Income while adhering to investment policies
- Utilize JAFCO's 25th Anniversary Gala to kick-off Formal Endowment Campaign

Marketing and Communications Objectives: Ensure that the entire community is aware of the services offered by JAFCO and the JAFCO Model

- Marketing/P.R. – P.R. company hired by JAFCO to ensure that press releases are sent out for all newsworthy events, stories and accomplishments
- Special events-friend-raising and fundraising events of all price points in all three counties to introduce and keep people connected to the mission of JAFCO
- Communications – Branded professional materials will be used to ensure that the mission and activities of JAFCO are frequently communicated to existing and new donors via newsletter (print copy and email), invitations to events, social media brochures and other printed information, presentation boards, video productions, website, emails and direct mail.
- Community relations with faith based institutions and other organizations-communication through newsletters, speaking engagements, tours, community recognition event and community service opportunities. Bi-annual letters and phone contact with pre-schools and religious schools for group collections and mitzvah projects, tzedukah donations and bar and bat mitzvah projects.
- Branding – Inclusion of all three JAFCO “branches” in the new JAFCO Brand. Create new and coordinated materials including brochures, stationary, business cards, website.

Board Development Objectives:

- Recruit passionate board members who are committed to the JAFCO mission and who represent the various geographic areas that JAFCO is serving and plans to serve
- Ensure that board members are committed to doing board work – namely ensuring that the agency has adequate funding to complete its mission
- Assure that board members are aware and successful in their fiduciary roles and responsibilities according to governance best practices
- Request that Board Members are committed to supporting the mission of JAFCO with annual meaningful gift, capital campaign gift and event sponsorship

Volunteer Program Objectives:

- To attract and maintain a dedicated group of hands-on volunteers who will provide the following donated support for agency programs and fundraising:
- Chapter Presidents, chapter board, event chairs and event committee members
- Organizers, Tutors, Cooks
- Shelter and Group Home Volunteers
- Administrative/Clerical Help
- Forever Friends Mentoring Program
- Ability Center Volunteers
- Professional Volunteers (lawyers, doctors, teachers, etc.)

GOAL 6: Maintain strong community and political ties

(Target Date: 12-2017 by E.D.and Board of Trustees)

- Maintain strong connections and work in partnership with state office and other local providers to continue to provide care and support to children and families in need
- Meet and advocate with public officials and legislative representatives to obtain support for child protection and children's mental health programs
- Continue to educate local legislators about the JAFCO model and the needs within the child welfare community
- Recognize local politicians / judges in the community for their leadership and child advocacy
- Serve on state-wide or national workgroups where possible to build connections and help solve community issues
- Seek appropriation from State Legislature to operational funding.

Goal 7: To formalize evaluation and outcome measurement system at the Children’s Village through inclusion of a third party evaluation/research project

(Target Date 12-2023 By E.D. And COO)

- Implement EHR system to formalize electronic documentation and records (Target Date 12-2020 by Executive Director, COO, Database Manager, CQI Director)
- Create stakeholder focus groups to determine research goals
- Engage with local university to create a logic model for research planning
- Obtain donor to cover research fees
- Initiate 3rd party evaluation

GOAL 8: To fully operationalize the JAFCO Northeast Communities Expansion

(Target Date by 12-2020)

Community Assessment Objective (Target Date 12-2018 by Program Director, Development Director, Executive Director)

- Create detailed strategic business plan for development of programming and provision of services in the Northeast
- Meet with both state and private agencies in the community to share the JAFCO model and assess community needs
- Establish advisory committee comprised of local professionals in both the private and state sector
- Identify service gaps within the community that fall within the JAFCO model
- Create a marketing plan to increase agency presence and visibility in the community
- Seek meaningful collaborations and partnerships with community organizations
- Develop new programming and expand existing programming in response to identified community needs
- Enhance recruitment efforts of foster/adoptive families
- Identify possible referral sources
- Identify areas of perceived duplication/competition
- Present Assessment Report to the Board

GOAL 9: To create a detailed strategic business plan for provision of services in the Northeast

(Target Date 12-2018 by E.D. Director of NE Development, Program Director and NE Board)

- Determine costs of each program and specifically at what level of funding each clinical service would begin and additional programs would open
- Outline how programs would be evaluated
- Determine funding sources and if government revenues are an option
- Expand board to include donors and professionals (lawyer, CPA psychologist, pediatrician)