

## GI-3 JAFCO Strategic Plan

### **Mission:**

To care for abused and neglected children and those with developmental disabilities in the Jewish community and to work in partnership with families and the entire community. We believe that the care of children in our community is our responsibility, one we accept with joy, pride and love. ...giving every child a place to belong.

### **Vision:**

- To provide a continuum of high quality child welfare programs including family preservation, foster care, adoption, emergency shelter, group home, independent living, and mentoring to at-risk children and families and to provide family enrichment, support and respite services to families raising children with developmental disabilities.
- JAFCO's long term vision is to create a community funded innovative model that can be replicated by other communities around the country.
- While JAFCO was created to fill an unmet child welfare need in the Jewish community, as a Jewish community, it is our privilege to serve any child or family in need, irrespective of race, religion or ethnicity.

### **Philosophy and Values:**

- We believe that the care of children from our Jewish community is a Jewish community responsibility.
- 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 the 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 in accordance with national best practices.
- We believe children served by JAFCO should be treated no differently than the way nurturing Jewish 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 every effort should be made to maintain a child safely within their family and 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 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 to children and their families in the South Florida Jewish community. Services include Family Preservation, Foster Care, Adoption and Mentoring Services. The JAFCO Jewish Children's Village provides Emergency Shelter, Group Home and Independent Living Services in a residential setting. JAFCO serves over 800 children per year, ages birth through 21. In addition to filling the needs of the Jewish community, JAFCO is honored to care for all children regardless of religion, culture or race. Children can be referred to all of JAFCO's programs through the state child welfare system or privately by family members themselves.
- 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 Jewish communities around the country, an expansion effort was established in 2007 to begin to organize the Jewish community in the Northeast and to raise funds and awareness about JAFCO; in 2014, a JAFCO office was opened in Philadelphia to bring the JAFCO model of Family Preservation, Foster Care and Adoption services to families in the Northeast Jewish communities.

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**History:**

- In 1992, JAFCO was established at the request of the Broward Board of Rabbis and licensed the following year by the Florida Department of Children and Families after it was determined that Jewish children in the custody of the State's child welfare system were being placed into non-Jewish foster homes, resulting in the traumatic loss of not only of their families, but of their community, their culture and their Jewish identity.
- 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.
- During its first ten years, JAFCO received referrals on over 1,000 children including 200 children who needed placement and services that were not then available through JAFCO. Upon further analysis, 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 are more difficult to place in foster homes due to their 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 need of these underserved children, the JAFCO Board created the vision of a residential Jewish Children's Village.
- In 1998, with the support of the local legislative delegation, JAFCO received a \$1 million government seed grant from the State of Florida Department of Children and Families to begin planning and construction of the Children's Village
- JAFCO successfully completed the \$6 million capital campaign for the construction of Jewish Children's Village.
- JAFCO has built a solid and unique reputation for providing quality services, for our ability to raise private funds, seek partial government support for these services where available and for our ability to leverage a wealth of in-kind goods and services as well as the support of thousands of volunteers and donors to meet the needs of our children.
- In 2002, JAFCO successfully requested its first funding from a quasi-governmental source receiving a \$350,000 annual contract from the Children's Services Council of Broward County after responding to a county-wide RFP to provide in home therapeutic services to families with the empirically based MST (Multi-Systemic Therapy) Model. The program intensive in-home program retrains parents on how to manage and monitor challenging teen behaviors to prevent out of home placement and has grown to a \$500,000 annual contract, has received national awards and continues to this date.
- In 2003, JAFCO opened the JAFCO Jewish Children's Village, a 5.6-acre campus which added six group homes and an emergency shelter to the services already provided. The JAFCO Children's Village is the only facility of its kind in the Jewish community in the nation.
- In 2004, JAFCO received a grant from the Department of Elder Affairs to create a Senior Caregiver Program offering case management, in home support services, support groups, and funding for community based respite care (daycare, after school care, spring and winter break camp and summer camp).
- In 2004, JAFCO was approved as a Medicaid Provider by the State of Florida.
- While JAFCO has been successful in obtaining some government funding for our services, 80% of our funding continues to come from private donations and fundraising efforts within the Jewish community allowing us to maintain our core philosophies and values.
- In 2006, given the alarming increase in the numbers of children diagnosed with developmental disabilities and the tremendous stress this places upon these families in our community, the JAFCO Board of Trustees decided to expand our mission to include children with developmental disabilities and their families by approving the creation of a respite and resource center to provide family enrichment, resources, therapeutic support and extended respite care all within one beautiful, world-class innovative center.
- In 2006, with the support of the local legislative delegation and the donor community JAFCO received a \$975,000 seed grant for the construction of the Children's Ability Center from the State of Florida Agency for Children with Disabilities. The land for the Center was donated by two agencies within the Jewish community (Jewish Federation of Broward County and the Daniel D. Cantor Senior Center).
- In 2007, JAFCO began raising funds and awareness about the issue of child abuse within the Northeast Jewish community in Philadelphia, NJ and Long Island with one Development staff member working out of a home-based office with the assistance of 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 completed Phase 1 of construction of the Children's Ability Center having reached \$10.5 million in our initial capital campaign efforts. A remaining capital and endowment campaign of \$19.5 million is ongoing.

**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 extended family in 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 and those with disabilities;
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 children in need 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. In JAFCO's case we represent the Jewish community, but this model can be applied to any community. JAFCO feels that the most effective method for assisting children and families in need should be at the community "grass roots" 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 in need of foster care and adoptive placements and for children whose disabilities will continue beyond the lifespan of their parents. Working together as an extended family is a core value found in all JAFCO programs. This value is held by those who provide resources and support and is passed along to those who receive services through JAFCO.

The second step of the JAFCO Model is to provide empowerment and leadership to the community with the presence of a professional organization that is experienced and capable of providing assistance to these "at risk" children and their families at the highest professional level. The creation of a passionate, influential and generous Board of Trustees to provide governance, fiduciary oversight and funding to work in partnership with dedicated and talented clinical and development professional staff leadership are the key elements of this next step.

In the third step of the JAFCO model the community is then educated (by the board and staff) as to the presence of children who have critical needs. Initially, most people in the Jewish community believe abused, neglected and homeless children exist only in other segments of the general population. When people in the Jewish community are educated that such problems 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, synagogue presentations 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 100% of the funding needed.

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, foundation grants, endowments and planned giving.

## Goals and Objectives

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

- Conduct analysis of agency staffing needs and overall organizational structure for South Florida and expansion efforts (by 12-15)
- Identify needed positions and budgetary requirements (by 12-15)
- Review current staffing pattern to identify duplication and unneeded positions and update job descriptions for all existing staff (by 12-14)
- Present updated organizational chart for approval to Board of Trustees (by 1-15)
- Create succession plan for all mid management and executive leadership positions (by 12-15)
- Identify and recruit needed staff for succession planning objectives (12-15)
- Begin training process of identified staff (1-16)

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

- Create Board(s) to support NE efforts in PA, NJ and NY (by 6-15)
- Update bi-laws to maximize cohesive relationships amongst all boards with adherence to the JAFCO mission (by 12-15)
- Create an annual meeting of all JAFCO Boards (by 12-15)

**GOAL 3:** To fully operationalize the JAFCO Children's Ability Center (by 12-16)

- Provide a full continuum of quality supportive services to families who are raising children with developmental disabilities as funding permits including 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
  - Education and 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, PT, Speech 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 and the Northeast

- Children's Village objectives (South Florida):
  - Maintain and strengthen existing programs, referral sources, quality and outcomes based upon CARF and licensing standards
  - Complete CARF re-accreditation in September of 2014

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- 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 support to ensure every child has the skills and opportunity to attend college or vocational school
  - Maintain/strengthen Jewish heritage program for group home children (Hebrew School, Jewish Holidays, Bar/Bat Mitzvah Program, March of the Living, Birthright)
  - 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 are ready to participate in program
  - Ensure all children 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 focusing on Hebrew Day Schools and Synagogues.
    - Assist infertile 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 ongoing 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 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
- Annual Fund Objectives: Broaden annual funding sources to provide income for all programs, build an endowment of \$50m to ensure ongoing funding in perpetuity with the following Annual Fund Development Strategy components/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 (Hanukkah, 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
    - Fees for service, Medicaid and 3<sup>rd</sup> party insurance billing
    - Donor Stewardship, Recognition and Appreciation
    - Parlor Meetings
    - Godparent Circle, Godparent Recommitment
    - Village Tours
    - JAFCO Videos

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- Endowment Fund Objectives: To have an endowment fund containing \$50m that will support and eventually sustain the needs of JAFCO for generations to come. Funding strategies include:
    - Continue donor stewardship, recognition and appreciation
    - 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
    - Complete Capital Campaign for Children's Ability Center to include a \$16 million endowment (by 2020)
    - Major Gifts, Donor Advised Special Purpose Funds, and Other Named Gifts
    - JAFCO Gift Annuity Program
    - Develop 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 (by 12-15)
    - Create monthly Board member and donor sponsored Parlor Meetings
    - Maximize use of Investment Income
  - Marketing and Communications Objectives: Ensure that the entire Jewish 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, and brochures and other printed information, presentation boards, video productions, website, emails and direct mail.
    - Community relations with temples and other organizations-communication through newsletters, speaking engagements, tours, community recognition events and community service opportunities. Bi-annual letters and phone contact with pre-schools and religious schools for group collections and mitzvah projects, tzedakah 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, and 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:** To update and implement Northeast Business Plan (by 12-15)

- Create committed and dedicated Board of Trustees
- Create detailed strategic business plan for provision of services in the Northeast, specifically at what level of funding each clinical service would begin and additional offices would open
- Determine identification of NE donations and donors
- Create stand-alone budget for the NE office

**GOAL 7:** Maintain strong community and political ties

- 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
- Consider hiring a lobbyist to investigate federal and state funding opportunities while maintaining the JAFCO mission.