



OUR COMMUNITY'S SAFETY NET

STRATEGIC PLAN 2022-2028



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OUR MISSION: IMPROVE THE QUALITY OF LIFE AND SELF-SUFFICIENCY OF THE JEWISH AND BROADER COMMUNITIES THROUGHOUT SOUTH FLORIDA IN ACCORDANCE WITH JEWISH VALUES.

OUR VISION: TO BE RECOGNIZED AS THE LEADING PROVIDER OF INNOVATIVE SERVICES AND PROGRAMS THAT ADDRESS EXISTING AND EMERGING SOCIAL SERVICE NEEDS.

OUR CORE VALUES

Jewish Community Services of South Florida helps develop individual self-sufficiency through a continuum of services that are culturally sensitive, accessible and integrated. Our core values guide us on our continued service as our community's safety net.

- **Embrace Jewish Values.** Providing services within the context of Jewish ethics and values
- **Collaboration.** Securing new partnerships, and enhancing existing strategic partnerships
- **Client-Centered/Mission-Driven.** Being responsive to client needs
- **Financially Sound.** Responsible fiscal stewardship
- **Quality.** Offering a single high standard of quality services
- **Accountability.** Maintaining a high standard of integrity and accountability
- **Diversity.** Cultural humility and competence. Embrace and promote an inclusive, welcoming, and affirming culture

OBJECTIVE 1

MAKE A SIGNIFICANT, MEASURABLE, POSITIVE IMPACT IN OUR COMMUNITY

GOALS:

- Increase number of clients served
- Measure and see improvements in program service delivery:
 - Quality of service metrics
 - Number of cases closed/completed
 - Successful treatments and services completed
 - Positive outcomes from survey and feedback
- Increase community partnerships

STRATEGIES:

- Consolidate programs and growth around four Centers of Excellence:
 - Case Management
 - Helpline and Access
 - Mental Health Counseling
 - Food Sufficiency
- Cultivate long-term collaborative relationships with the community
- Expand collaborative partnerships in public, private, and non-profit sectors
- Invest in staff professional development to provide high quality services
- Identify and assess unmet needs. Design and evaluate programs to meet them

OBJECTIVE 2

STRENGTHEN AND ENSURE FINANCIAL STABILITY

GOALS:

- Make all programs self-sustaining, ensuring that contracts and grants adequately support programs and staff budgets, and that each program budget is balanced or has a surplus
- Increase grants (i.e. federal) to their highest margins, and renew and expand grants from funders
- Monies in endowment fund yielding 8% average to fund operating. Initial \$6M campaign: \$3M from current investments and \$3M from fundraising
- Keep administrative and overhead expenses below 15%

STRATEGIES:

- Program cost benefit analysis to determine if the program (current and new) is:
 - In line with our mission
 - Financially sustainable
 - Provides a positive long-term impact on our mission
- Establish and grow an endowment fund and define campaigns (5 year horizon)
- Generate revenue for social enterprise (ex. through low income housing, fee for service)

OBJECTIVE 3

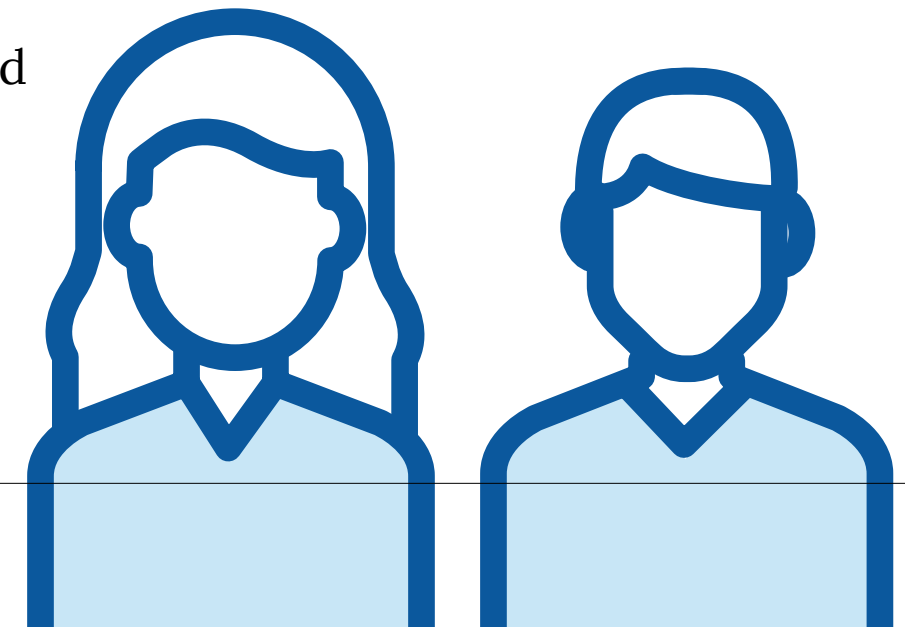
ENSURE ORGANIZATIONAL CONTINUITY AND CAPACITY

GOALS:

- Increase staff retention and decrease attrition rate
- Be ranked as Best Place to Work through engagement and retention. Implement an employee satisfaction survey
- Generate a high-performance culture

STRATEGIES:

- Seek passionate and dedicated board members and create engaging experiences
- Strengthen board leadership development: onboarding, pipeline, succession
- Make board interactions meaningful for engagement
- Find additional philanthropic and young members
- Build high performing culture for staff, and continue to recruit and strengthen staff retention
- Create a higher sense of belonging and a better connection to our mission
- Put in place the best back-office infrastructure to increase efficiency and effectiveness to grow bandwidth



BOARD OFFICERS

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Vanessa Ressler, Vice Chair

Kenneth Tobin, Secretary

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Jewish Community Services OF SOUTH FLORIDA

OUR COMMUNITY'S SAFETY NET

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