Jewish Community Services
OF SOUTH FLORIDA

OUR COMMUNITY'S SAFETY NET

STRATEGIC PLAN 2026-2036

Objective 1:
MAKE A SIGNIFICANT, MEASURABLE, POSITIVE IMPACT IN OUR COMMUNITY

GOALS:

- Maximize available units of service
- Measure and improve program service delivery through:
  - Quality of service metrics
  - Successful treatments and services completed
  - Positive outcomes from survey and feedback
- Increase the number of community partnerships

STRATEGIES:

- Consolidate programs, identify synergies and growth around four Centers of Excellence:
  - Case Management
  - Information and Referral
  - Mental Health Services
  - Food Security
- Cultivate long-term collaborative relationships with the community, synagogues, and interfaith organizations; strengthen Tikkun Olam Families
- Expand selected collaborative partnerships and alliances in the public, private, and nonprofit sectors. Each fiscal year, develop relationships with 1-2 key cities and villages within Miami-Dade County and with the Florida Legislature
- Identify and assess unmet needs. Design and evaluate programs to meet them
- Increase awareness beyond our Jewish brand by communicating with the broader community, with an emphasis on “Our Community Safety Net” and “JCS Cares.”
  - Make the 211 information and referral service more accessible and focused through outreach, relationship-building, and social media efforts in underserved communities
  - Expand marketing initiatives to increase brand awareness.

Objective 2:
STRENGTHEN AND ENSURE FINANCIAL STABILITY

GOALS:

- Make all programs self-sustaining by ensuring that contracts and grants adequately support program and staff budgets and that each program budget is balanced or generates a surplus
- Maximize unrestricted gifts, increase fundraising overall, and maximize grant funding
- Establish permanent funds that will generate ongoing investment income
- Keep administrative and overhead expenses below 15%; however, expenses may exceed 15% for profitable programs
- Expand donor base to broader community

STRATEGIES:

- Program cost-benefit analysis to determine if the program (current and new) is:
  - In line with our mission
  - Financially sustainable and self-sufficient
  - Provides a positive long-term impact on our mission
    - If it is not, implement a plan to ensure sustainability, sunset the program, or transition to another agency
- Establish and grow major campaigns over a five-year horizon
- Generate revenue through social enterprise initiatives (e.g., low-income housing, fee-for-service programs, health insurance initiatives, additional fundraising sources, and revenue-focused events)
- Automate fiscal processes; look for synergies across departments
- Diversify revenue streams so programs do not rely on a single source of funding
- Identify and engage high-potential donors (current and prospective)

Objective 3:
ENSURE ORGANIZATIONAL CONTINUITY AND CAPACITY

GOALS:

- Attract and retain high-performing staff, increase staff retention, and decrease the attrition rate
- Increase staff empowerment and satisfaction, as measured through surveys.
- Generate a high-performance, continuous improvement culture
- Develop staff Continuity and succession plans
- Maintain a highly engaged Board of Directors
- Increase volunteer engagement

STRATEGIES:

- Invest in staff professional development to provide high-quality services
- Recruit passionate and dedicated Board members and engage them in activities and advocacy to benefit the agency
- Strengthen Board development through onboarding, pipeline development, and succession planning
- Create a higher sense of belonging and a better connection to our mission
- Implement the best practices and systems for back-office to increase efficiency and effectiveness as we maximize impact
- Conduct periodic risk and threat assessments to understand vulnerabilities and prioritize the use of resources
- Develop initiatives to attract and retain impactful volunteers and increase their engagement (e.g., Tikkun Olam families)
- Identify, recognize, and reward high-performing and high-potential staff. Compensation should be at least in the fourth quartile of the Miami nonprofit market. Market research is required