

## **Strategic Plan FY21-FY26**

**Mission:** The Juvenile Welfare Board invests in partnerships, innovation, and advocacy to strengthen Pinellas County children and families.

**Vision:** All children in Pinellas County will have equitable opportunity to fulfill their potential and achieve meaningful and purposeful lives as a result of the efforts of JWB and its partners.

### **Guiding Values:**

**We value every child**

We want every child to be ready to learn, every child to succeed in school, and every child to be healthy and happy, every step of the way.

**We embrace collaboration**

We work as a team with residents of Pinellas County and community partners.

**We are accountable and results-driven**

We are careful stewards of the resources provided us by the citizens of Pinellas County, and hold ourselves accountable for investing in programs and services that provide real help for young people and demonstrate effective and data-driven results.

**We pursue innovation**

We are not satisfied with the status quo. We use the latest research and professional knowledge to address the needs of Pinellas County children and families.

**We value equity, diversity, and inclusion**

We challenge ourselves to recognize and embrace opportunities to advance and sustain diversity, equity, and inclusion in our continuing investments, decision-making, and operating culture.

**JWB's Strategic Result Area Goals:** JWB has six strategic result areas for its financial investments and related programming.

**Goal #1 - Early Childhood Development:** Children 0-3 will meet appropriate physical, social, emotional, cognitive, and developmental milestones. Currently, JWB programming serves over 2,000 children in this age group.

<b>STRATEGIES</b>	
<b>Strategy 1.1</b>	Implement a cognitive, social, and emotional evaluation tool to link children 0-3 to critical service. JWB programming should ensure linkage to services occurs and high-quality service provision is in place. JWB funded programs should use outcomes of the evaluation to inform service delivery.
<b>Strategy 1.2</b>	Engage parents, grandparents, and other significant adults in a child's life to promote healthy caregiver relationships and to provide advocates for young children.
<b>Strategy 1.3</b>	Launch campaign targeting parents and caregivers of children 0-3 to ensure that children achieve critical milestones, and that practical application of early childhood education principals are understandable, known, and applied.
<b>Strategy 1.4</b>	Invest in the expansion of capacity for high-quality child care for children 0-3 in areas of historically low opportunity working in partnership with the Early Learning Coalition.
<b>Strategy 1.5</b>	Strengthen and continue home visiting programming targeting high-risk populations.
<b>Strategy 1.6</b>	Develop or adopt Program Level Core Outcomes and evidenced-based measures.
<b>Strategy 1.7</b>	Collaborate with funded agencies to infuse training on best practices with data-driven outcomes in grandparent engagement.
<b>Strategy 1.8</b>	Implement a Workforce Stabilization Program to stabilize funded agency workforce.
<b>Strategy 1.9</b>	Procure and implement new programs to meet strategic goals.

**Goal #2 - School Readiness:** Children served by JWB-funded School Readiness programs will enter kindergarten ready to learn.

<b>STRATEGIES</b>	
<b>Strategy 2.1</b>	Employ cross-cutting tools in all programs to measure cognitive, social, and emotional well-being. Utilize data to link to necessary services and inform programming. Delivery of service linkages and the services themselves will be high-quality.
<b>Strategy 2.2</b>	Continue funding of high-quality wrap services for Voluntary Pre-Kindergarten (VPK) in collaboration with the Early Learning Coalition.
<b>Strategy 2.3</b>	Implement a Workforce Stabilization Program to stabilize funded agency workforce.
<b>Strategy 2.4</b>	Procure and implement new programs to meet strategic goals.

**Goal #3 – School Success:** Children served by any JWB funded School Success program will show improvement or maintain performance in grades, attendance, behavior, and promotion to the next grade level.

STRATEGIES	
Strategy 3.1	Evaluate current literacy services for effectiveness and assess for expansion.
Strategy 3.2	Implement a cross-cutting cognitive, social, and emotional evaluation tool and curriculum, and evaluate for success in JWB funded agencies.
Strategy 3.3	Serve as the backbone to the Campaign for Grade-Level Reading, striving for community-wide intervention in ensuring children are reading at grade level.
Strategy 3.4	Continue with driving academic achievement in programming through educational supports and innovations.
Strategy 3.5	Continue the Children’s Mental Health Initiative pilot with pediatric offices administering cognitive, emotional, and behavioral screening tools to determine the need for further assessment.
Strategy 3.6	Implement a Workforce Stabilization Program to stabilize funded agency workforce.
Strategy 3.7	Procure and implement new programs to meet strategic goals.

**Goal #4 - Prevention of Child Abuse and Neglect:** Children served by any JWB funded Prevention of Child Abuse and Neglect program will grow up and thrive in safe and healthy environments.

<b>STRATEGIES</b>	
<b>Strategy 4.1</b>	Convene and train targeted JWB providers on tenets of the Families First Prevention Act designed to provide a system-wide prevention-first approach to reducing child abuse and neglect.
<b>Strategy 4.2</b>	Work collaboratively with the child welfare system in targeting service provisions for high-risk families to safely maintain the children in their homes.
<b>Strategy 4.3</b>	Research evidence-based and evidence-informed programming to procure and implement high-quality respite services.
<b>Strategy 4.4</b>	Collaborate with funded agencies to infuse training on best practices with data-driven outcomes in father engagement.
<b>Strategy 4.5</b>	Continue to serve as the backbone of the Prevent Needless Death Campaign designed to eliminate preventable deaths.
<b>Strategy 4.6</b>	Continue to serve as the backbone in the Children's Mental Health Initiative, driving system-wide coordination.
<b>Strategy 4.7</b>	Collaborate with funded agencies to establish universal screening and linkage to treatment for children.
<b>Strategy 4.8</b>	Lead the Family Services Initiative (FSI) to stabilize Pinellas County families, including the prevention of homelessness, through connection to community resources and other basic needs.
<b>Strategy 4.9</b>	Implement a Workforce Stabilization Program to stabilize funded agency workforce.
<b>Strategy 4.10</b>	Procure and implement new programs to meet strategic goals.

**Goal #5 – Strengthening Community:** Children served by any JWB funded Strengthening Community program will benefit from collective neighborhood initiatives driven by community leaders.

<b>STRATEGIES</b>	
<b>Strategy 5.1</b>	Work with the Neighborhood Family Centers (NFCs) to strengthen family support services through training and coaching the NFC Family Support Staff on best practices and an array of service availability. Provide linkages to FSI when appropriate.
<b>Strategy 5.2</b>	NFC Family Support Staff will be trained in an evidence-based model of service delivery to enhance coordination of care.
<b>Strategy 5.3</b>	Employ a data-driven feedback tool annually to the Community Councils and the Youth Leadership Committee to drive a community informed programming and service approach.
<b>Strategy 5.4</b>	Serve as the backbone for the Childhood Hunger Initiative, driving coordination among critical partners to align and maximize resources.
<b>Strategy 5.5</b>	Develop capacity to engage community members as active partners to strengthen the lives of Pinellas County children and families.
<b>Strategy 5.6</b>	Implement a Workforce Stabilization Program to stabilize funded agency workforce.
<b>Strategy 5.7</b>	Procure and implement new programs to meet strategic goals.

**Goal #6 – Organizational Capacity:** JWB will have a skilled and diverse workforce powered by robust technology to enhance the well-being of children and families.

STRATEGIES	
Strategy 6.1	Advocate for the interests of children in Pinellas County.
Strategy 6.2	Understand and apply cultural intelligence tenets within the organization and with our funded partners.
Strategy 6.3	Provide opportunities for staff to acquire the necessary skills to perform their jobs, fulfill anticipated skill gaps, and manage performance.
Strategy 6.4	Employ the necessary data systems to analyze information to drive agency decisions, including disaggregation of data by opportunity risk factors.