



Just in Time for Foster Youth Strategic Plan FY2017-2019

For approval by the majority of the Board of Directors

<p>Our Vision</p>	<p>We envision a future in which every youth leaving the foster care system has a community of caring adults waiting for them after 18. We believe consistent, long-term help from the heart is the foundation for the success of our youth so they can thrive and enjoy productive, satisfying lives.</p>
<p>Our Mission</p>	<p>Just in Time (JIT) engages a caring community to help transitioning foster youth achieve self-sufficiency and well being.</p>
<p>Who We Serve</p>	<p>JIT serves transitioning foster youth in the greater San Diego area. California has the largest number of foster youth in the country and in San Diego alone over 300 youth leave the system annually. Traditionally, JIT participants are 34% Latino/Hispanic, 26% Black, 25% White, 2% Asian/Pacific, 2% Native American and 11% Multi-racial. Typically, 69% of those served are female.</p>
<p>Our Services</p>	<p>JIT accomplishes its mission through services that build youth capacity to acquire stable housing, financial security, essential education, meaningful employment, reliable transportation, increased well being, and a consistent community of support. This includes:</p> <ul style="list-style-type: none"> * Basic Needs/Healthy Practices/My First Home * Financial Fitness/Pathways to Financial Power * College Bound/Master Your Dream * Career Horizons for Young Women/Bridges to Success for Young Men * Changing Lanes/LEAP Ambassadors
<p>Our Theory of Change</p>	<ul style="list-style-type: none"> * A life of Uncertainty and Disconnection is the core Obstacle for transitioning foster youth. Therefore, Consistent Connection is the core Solution. * There is tremendous power in seeing yourself in the person you reach out to when you must share your story and be vulnerable. And there is more power in being able to see your possible success in the person with whom you share. * Without real trust, there can be no lasting transformative connection. * Every youth is unique. * Every youth has the power to create their own success. * Well being is only possible with a wholistic understanding of what is truly needed. * Timely intervention at a critical juncture is the difference between hope and despair. * Meeting the dynamically changing needs of youth requires curiosity, creativity and courage.
<p>Our Priorities 2017-2019</p>	<ul style="list-style-type: none"> * Increase financial sustainability and stability * Create strong succession planning throughout the organization * Develop a thriving Development program and culture * Constantly improve the depth and quality of our Board of Directors * Continue our ongoing commitment to demonstrate outcomes and social ROI * Continue to enhance the services we provide to our youth



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Background & Context

All nonprofits are faced with opportunities and challenges to long term sustainability. As JIT continues to grow and evolve to fulfill its mission of service to transitioning foster youth, the JIT Board empowered a Strategic Plan Task Force to identify key priorities crucial to the lasting viability of the organization. **The six areas of focus include:**

- * **Financial Sustainability and Stability**, because an organization can function most effectively with confidence that it has the foundation to meet its expenses each month and for years to come
- * **Effective Succession Planning**, because an organization is only as strong as its leaders
- * **A Thriving Development Culture**, because it takes the cumulative and coordinated efforts of all stakeholders to generate the resources needed to fully support an ambitious vision of service
- * **Greater Depth and Quality of the Board**, because a world-class Board is a necessary foundation for a world-class organization with high impact outcomes
- * **Demonstable Outcomes and ROI**, because true sustainability is only possible when an organization can show its clear value to the community as a smart investment
- * **Enhancing Service to Youth**, because that is why we exist

Organization Competencies Required to Execute the Plan

Our plans are ambitious because they must be to best serve the needs of transitioning foster youth. To effectively develop and implement our plans, certain resources and competencies are required:

- * We must create **Buy-in** by all stakeholders (youth, staff, Board, volunteers, investors and the larger community) of our vision, values and organizational culture.
- * We must develop a **Deep Understanding** of our Mission, Operations and “how things work.”
- * We must define **Clear Roles**, make **Clear Commitments**, and hold each other accountable for **Consistent Followthrough** in implementing our strategies.
- * We must be effective in facilitating and nurturing **Collaborative Efforts** by Board, staff and volunteers so we always work to maximize the unique strengths and complementary talents of all involved.
- * We must leverage the latest **Technology** to work smarter, faster and more efficiently.
- * We must maximize our **Volunteer resources** to build our capacity and engage the expertise and experience of supporters who add value to our efforts.
- * We must **Continuously Assess** our processes and procedures to ensure we are using our resources wisely for maximum impact and return on investment.



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Our Priorities: 2017-2019

Strategic Priority # 1: Increase financial sustainability and stability		Timetable
JIT will have an operating reserve policy in place.		
JIT will have an operating reserve fund established and a plan to reach full funding.		
JIT will have sufficient unrestricted funds available to cover expenses throughout the fiscal year.		
JIT will have diversified revenues - funding coming from individuals, grants, corporations, events and civic/faith organizations. JIT will have sound fiscal management policies in place including a policy and procedures to track restricted funds and unrestricted funds.		
JIT will have a targeted amount of recurring funding, such as multi-year grants, multi-year pledges, individual recurring donations.		

Strategic Priority #2: Create strong succession planning throughout the organization		Timetable
JIT will have a written Executive Committee succession plan.		
JIT will assess, recruit and retain Board members with the knowledge, passion, and leadership capacity to fill EC & Committee chair roles.		
JIT will have professional development and organizational engagement opportunities for all staff & Board.		
JIT will create a Committee-focused recruitment and engagement plan that assesses the strengths and competencies of potential and current Board members for potential succession roles.		
JIT will have a written succession plan for all management positions: Executive Director, Associate Director, Development Director, Volunteer Engagement Manager, and Youth Services Manager.		



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Strategic Priority # 3: Develop a thriving development program and culture		Timetable
JIT will have a Board-driven Development Task Force to create and implement effective strategies that generate financial, relationship and influence to support organizational goals.		
JIT will identify, recruit and maximize board, staff and volunteers with the capacity to achieve clearly identified revenue/resource commitments.		
JIT will build collaborative staff/board/volunteer work teams with measurable goals for target resource categories including marketing/social media, corporate investments, major donor/WTT sponsors, endowments/planned giving, reserves and civic/faith organizations.		
JIT will have a powerful and effective customer relationship management (CRM) system.		
JIT will maximize volunteers through Service Enterprise efforts that engage and apply appropriate human skills and connections to build capacity and increase financial resources.		

Strategic Priority #4: Constantly improve the depth and quality of our Board of Directors		Timetable
JIT will have an active Board recruitment/nominating committee with an ongoing focus on high quality Board candidates.		
JIT will have a robust year-round Committee-focused recruitment and retention strategy.		
JIT will have clearly targeted recruitment goals and an expanded candidate pool meet Board and committee needs.		
JIT will conduct regular reviews of Board, Committee and membership needs based on the strategic plan, areas of organizational focus, and immediate priorities/needs.		
JIT will have effective onboarding and offboarding protocols to improve Board engagement, satisfaction and retention.		
JIT will review the Board term limits policy to support Board effectiveness.		



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Strategic Priority #5: Continue our ongoing commitment to demonstrate outcomes and social ROI		Timetable
JIT will utilize a Durable Impact model to track both quantitative outcomes and durable qualitative impact for all services to youth.		
JIT will build a customer relationship management (CRM) tracking system aligned with our service goals to capture necessary information to demonstrate impact		
JIT will implement performance measures for staff that reflect our intended impact and conduct regular staff reviews to track results.		
JIT will use ROI results to prove and improve our outcomes and impact; using the information to report results to stakeholders in compelling narratives and utilizing knowledge from the data to evaluate services.		
JIT will mirror the above strategy to establish ROVI (Return on Volunteer Investment) for volunteer services; defining outcomes/impact, building a database tracking system, implementing performance measures for staff, and proving/improving the value of our volunteer model.		

Strategic Priority #6: Continue to enhance the services we provide to our youth		Timetable
JIT will define the intended impact for all services aligned with our Theory of Change and establish outcome and impact goals based on a Durable Impact model.		
JIT will use research to understand essential gaps in the needs of transitioning youth and modify services to meet those needs.		
JIT will effectively recruit, train and develop staff, volunteer and youth alumni resources to support the services offered.		
JIT will establish powerful partnerships with other organizations that provide effective services for youth to either enhance JIT's existing offerings, fill gaps that make it unnecessary for JIT to create new services, or connect youth to services beyond the scope of JIT/s services.		
JIT will enhance customer relationship management (CRM), marketing and communications strategies to youth, volunteers, partner organizations and all stakeholders to improve visibility and share impact stories that lead to greater engagement.		



Strategic Planning Task Force Work Groups

Strategic Planning Work Group

Co-Chairs: Keith Brandt, Brad Livingston

Kristy Gregg

Chris Burr

James Lepanto

Matt Medeiros

Don Wells

Allison Bechill

Trish Horton

Diane Cox

Financial Sustainability Work Group

Co-Chairs: EC Treasurer Chris Burr, Kristy Gregg, Development Co-Director Diane Cox
Led by Finance Committee; Operating Reserves Task Force

Succession Planning Work Group

Co-Chairs: EC Secretary Jennell Mott, Executive Director Don Wells
Led by Governance/Nominating Committee; Succession Task Force

Development Culture Work Group

Co-Chairs: EC Director at Large Brad Livingston, Development Co-Director TBD
Led by Development Committee; Development Task Force

Board Depth & Quality Work Group

Co-Chairs: EC Vice Chair James Lepanto, Associate Director Allison Bechill
Led by Governance/Nominating Committee; Board Recruitment Task Force

Outcomes & ROI Work Group

Co-Chairs: Volunteer Engagement Manager Trish Horton, Executive Director Don Wells
Led by Staff; Board Member TBD

Service Enhancement Work Group

Co-Chairs: Youth Services Manager Vanessa Davis, Executive Director Don Wells
Led by Staff; Board Member TBD