

Black Family Development, Inc. Strategic Plan

2015 - 2018

“Our Best is Yet to Come”

MISSION: *To strengthen and enhance the lives of children, youth, and families through partnerships that support safe, nurturing, vibrant homes, schools and communities.*

BFDI is accredited by CARF (Commission on Accreditation of Rehabilitation Facilities)

www.blackfamilydevelopment.org

Revised 7/16, 6/17

Advancing the Mission of BFDI Through Strategic Planning and Strategic Alignment

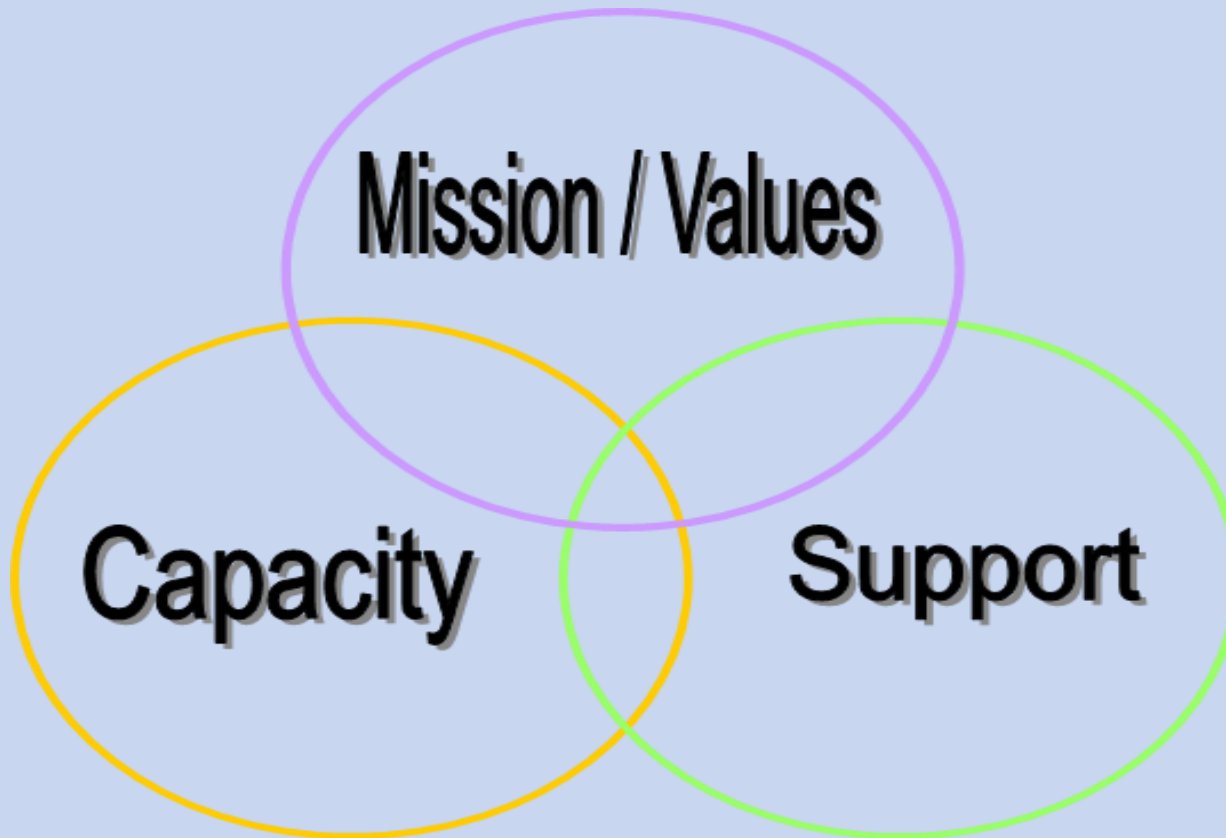
“ASPIRE to Excellence”©

The Board of Directors and staff of BFDI are committed to excellence and this commitment has shaped the Strategic Plan focus. BFDI has wholeheartedly embraced the trademark of our international accrediting body CARF, which is “ASPIRE to Excellence”©.



LEADERSHIP FOCUS

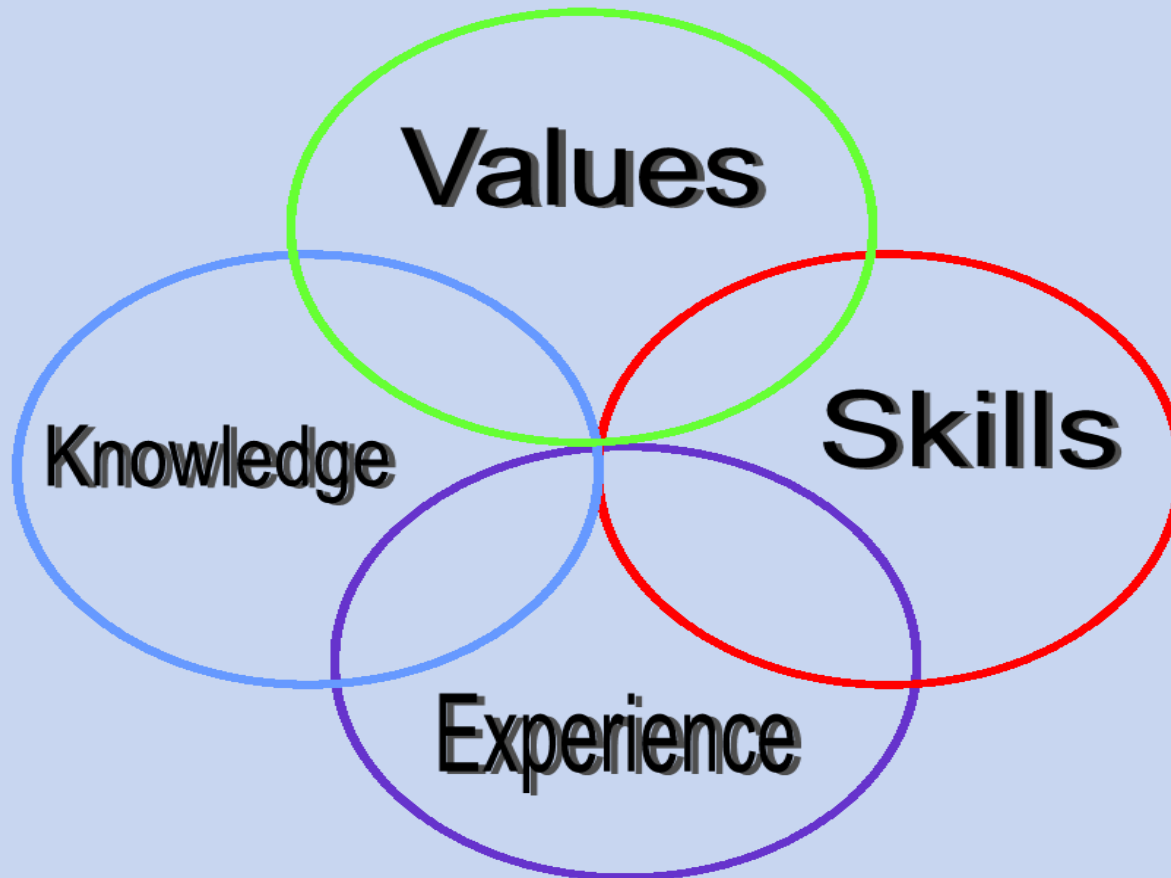
Strategic Alignment



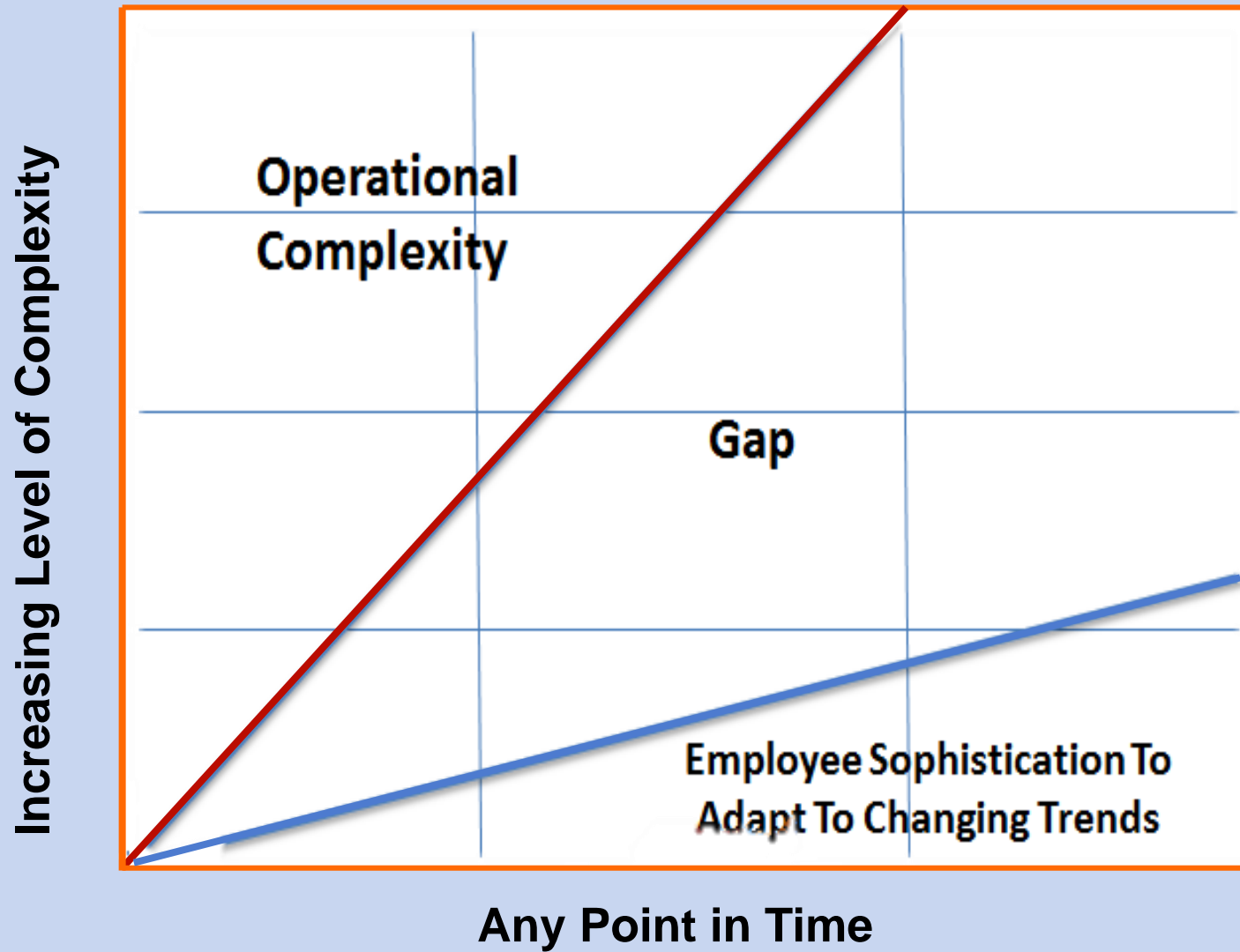


EMPLOYEE CORE COMPETENCIES

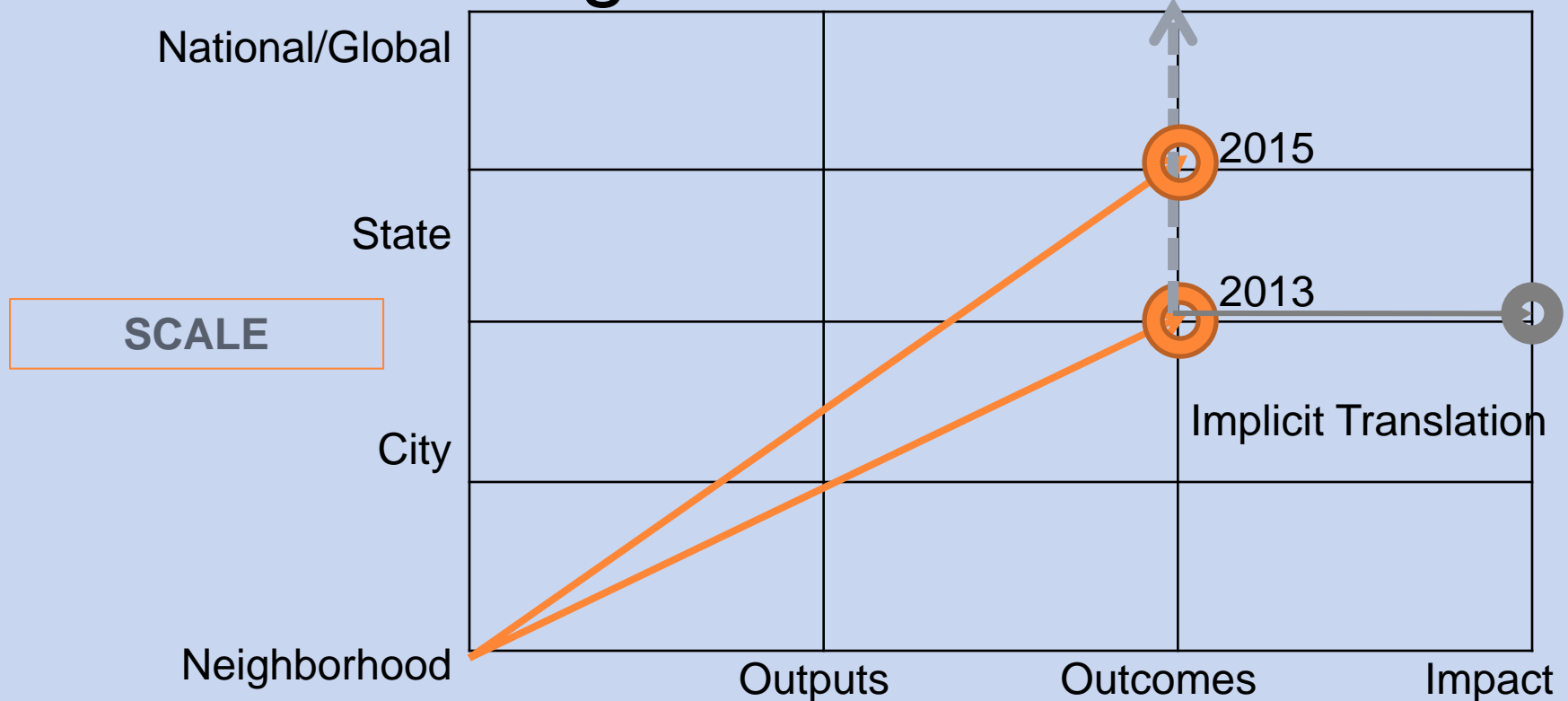
Strategic Alignment



CLOSING THE GAP



Measuring Outcomes at BFDI



Systems

- Juvenile Justice
- System of Care (Mental Health)
- Family Preservation & Support
- Work Place Development
- Substance Abuse
- Educational Landscape
- Philanthropic Community
- Private Sector

SCOPE

Only a system can make Systemic Impact
Funders are better poised to support Systemic Impact



BLACK FAMILY DEVELOPMENT, INC. SURVEY RESPONSES

STRENGTHS & CHALLENGES

STRENGTHS

BFDI is known for its corporate citizenship and its commitment to community engagement.

BFDI is known for its integrity, ethical practices and sound fiscal management.

BFDI's mission statement is relevant to the current needs of the community.

BFDI collaborates with other agencies and educational institutions to address community issues .

OTHER STRENGTHS INCLUDE:

- Accessibility to services
- Advocacy for the needs of persons served
- Cultural competence in servicing consumers
- Has a consistent positive presence in the community
- Focus on family preservation
- Focus on positive youth development services/ activities
- Range of services provided
- Responsiveness to requests from consumers
- Quality of services provided
- Competent and qualified staff
- Training on Restorative Practice
- Corporate Responsibility of Leadership



WEAKNESSES

The overall survey responses in the area of weaknesses did not yield any statistically measureable issues of weaknesses.



Challenges

Although BFDI is positioned as a premier leader among local nonprofits, it continues to be confronted, as are other nonprofits, with challenges. These challenges include:

- The uncertainty of State and Federal Funding to support the traditional “safety net” programs for our most vulnerable population.
- Over the last 5 years there has been a continuous increase in confirmed victims of abuse and/or neglect for youth between the ages of 0-17
- Children have elevated lead levels in their blood from being exposed to houses built before 1978
- Children between the ages of 0-17 have over a 50% chance of living in poverty and the poverty rate in Detroit over the last five years continues to increase for this same age group.



RECOMMENDATIONS FOR SERVICE EXPANSION

- Early childhood education and intervention
- Youth education, mentoring and employment
- Increase neighborhood services and revitalization to combat crime, blight, and vacant lots
- Increase community awareness of BFDI's good work and services
- Provide services to adult family members; i.e., employment and training, strategies on academic support for school age children and community leadership training.
- Increase focus on Substance Abuse services, Prevention, Education and Information.
- Work with mothers with young children to increase kindergarten readiness and reading by 3rd grade.
- Expand community engagement in additional areas in Detroit.
- Provide an on-site medical clinic for routine screening and preventive medical services for BFDI youth consumers.



A Strategic Plan of Black Family Development, Inc. 2015-2018 PROGRAM GOALS

OUR COMMITMENT

Improving the well-being of children

Improving academic results

Expanding positive youth development

Improving support to families

Building community capacity

Achieving Promise Neighborhoods results

Improving neighborhood safety

GOAL 1:

TO IMPROVE THE WELL-BEING OF CHILDREN AND FAMILIES

SUB-GOAL 1:1 To increase the application of research: based prevention programs to improve the well-being of children and families.

SUB-GOAL 1:2: Increase the availability of community-based, home-based alternatives to support youth and family needs, and quality of life issues.

SUB-GOAL 1:3 Develop a Promise Neighborhoods Memorandum of Understanding with local schools and other stakeholders in targeted areas to provide in-school best-practice wraparound services to help children achieve their developmental milestones.

GOAL 1:

TO IMPROVE THE WELL-BEING OF CHILDREN AND FAMILIES

SUB-GOAL 1:4 Increase the availability and access to afterschool programs for children and youth to support their academic potential.

SUB-GOAL 1:5 Provide an annual health fair or participate with others to provide education and information on health and wellness.

SUB-GOAL 1:6: Provide information and education quarterly at community meetings and annually at the Mayor's leadership breakfast on strategies for improving health and wellness.

GOAL 2:

TO IMPROVE THE ACADEMIC RESULTS OF CHILDREN AND YOUTH

SUB-GOAL 2:1 Provide a range of comprehensive, cradle-to-college and career community solutions to improve academic results and outcomes.

SUB-GOAL 2:2 Identify and work with early childhood providers to access quality programming to enhance the growth and development of children

SUB-GOAL 2:3 Educate parents and the general community on the importance of learning to read by 3rd grade: “From preschool to 3rd grade, a child learns to read; and from 3rd grade on, a child must read to learn”.

SUB-GOAL 2:4 Provide families access to age appropriate reading material and information on core concepts in the science of early childhood.

SUB-GOAL 2:5 Provide to families and the general community age appropriate literacy packages designed to close the 30 million word gap and improve the vocabulary and reading skills of children and youth.

SUB-GOAL 2:6 BFDI executive leadership team will serve on the Coalition for the Future of Detroit School Children steering committee to help make long term improvements in the quality of Detroit Public and Charter School systems

GOAL 3:

TO EXPAND POSITIVE YOUTH DEVELOPMENT OPPORTUNITIES FOR CONSUMERS AND STUDENTS ATTENDING LOCAL SCHOOL PARTNERS .

SUB-GOAL 3:1 To provide youth with positive youth development opportunities in their homes, school, and community that will support continued growth and development, including afterschool and weekend programming.

SUB-GOAL 3:2 To develop and implement Black Male Achievement strategies in collaboration with The Campaign for Black Male Achievement in the four key areas of: education, family, workforce and positive youth development.

SUB-GOAL 3:3 To support the Youth Council of Youth United as they provide peer support and give ongoing feedback and recommendations on how to meet the needs of mental health, juvenile justice and disconnected youth.

GOAL 3:

TO EXPAND POSITIVE YOUTH DEVELOPMENT OPPORTUNITIES FOR CONSUMERS AND STUDENTS ATTENDING LOCAL SCHOOL PARTNERS OF BFDI.

SUB-GOAL 3:4 To advance the following recommendations and milestones outlined in the national agenda for “My Brother’s Keepers” initiative in collaboration with targeted partners:

- Entering school ready to learn, reading at grade level by third grade, graduating from high school ready for college and career
- Completing postsecondary education and training, successfully entering the workforce

GOAL 4:

TO IMPROVE SUPPORT TO FAMILIES LIVING IN DISTRESSED COMMUNITIES IN THE CITY OF DETROIT.

SUB-GOAL 4:1 Develop a parent education series utilizing the best practice Joyce Epstein model for parent support.

SUB-GOAL 4:2 Provide training to families and the general community regarding brain research and the impact of healthy growth and development of children on a child's developing brain and academic potential.

SUB-GOAL 4:3 Provide parent education training on a monthly basis on a range of topics that will help parents ensure that their children have all the support they need to be successful in school and in life.

GOAL 5:

ACHIEVING THE PROMISE NEIGHBORHOODS PLANNED RESULTS IN BOTH OSBORN AND SOUTHWEST DETROIT BY ADVANCING THE FOLLOWING PROMISE NEIGHBORHOODS RESULTS AND INDICATORS:

SUB-GOAL 5:1 Education Programs

- Children Ready for Kindergarten
- Students Proficient in Core Subjects
- Successful Middle School to High School Transition
- High School Graduation
- College/Career Success

SUB-GOAL 5:2 Family and Community Supports

- Students are Healthy
- Students Feel Safe
- Students Live in Stable Communities
- Family/Community Support Learning
- Students with 21st Century Learning Tools

GOAL 6:

TO IMPROVE THE SAFETY OF FOUR (4) TARGETED COMMUNITIES OF OSBORN, CODY ROUGE, SOUTHWEST DETROIT AND DENBY THROUGH COMMUNITY POLICE RELATIONS.

SUB-GOAL 6:1 To improve safety and the perception of safety in the four (4) targeted neighborhoods through broad-based community engagement and community/police relations.

SUB-GOAL 6:2 To provide Restorative Practices training to Detroit Police Officers.

SUB-GOAL 6:3 To provide Restorative Practices training to the community.

SUB-GOAL 6:4 To provide Restorative Practices training to Detroit school districts.

GOAL 7:

TO BUILD THE COMMUNITY CAPACITY IN THE NEIGHBORHOODS OF OSBORN, CODY ROUGE, SOUTHWEST DETROIT, AND DENBY.

SUB-GOAL 7:1 Engage the residents and other stakeholders in place-based strategies in the communities of Osborn, zip code 48205; Cody Rouge, zip code 48228; Southwest, zip codes 48209 and 48217; and Denby, zip code 48224.

SUB-GOAL 7:2 To empower residents in targeted communities by providing organizing and leadership training.

SUB-GOAL 7:3 Host weekly “Connecting the Blocks” meetings to engage residents in organizing efforts.

GOAL 7:

TO BUILD THE COMMUNITY CAPACITY IN THE NEIGHBORHOODS OF OSBORN, CODY ROUGE, SOUTHWEST DETROIT, AND DENBY.

SUB-GOAL 7:4 Develop block clubs in high crime areas in Cody Rouge, Denby, Osborn, and Southwest Detroit, as indicated by crime data maps.

SUB-GOAL 7:5 Continue to work in collaboration with MAN Network to recruit, train, volunteer, patrol, and build community safety zones in Osborn and other targeted areas.

SUB-GOAL 7:6 Host bi-monthly community celebrations in recognition of progress.

GOAL 8: OPERATIONAL GOAL

TO CONTINUE BUILDING OPERATIONAL CAPACITY AND DIVERSIFICATION OF THE FUNDING BASE OF THE ORGANIZATION TO ENSURE ADEQUATE RESOURCES TO ADVANCE THE MISSION, AS INDICATED BY VALID AND RELIABLE FISCAL DETERMINANTS.

SUB-GOAL 8:1 Monitor and assess ongoing financial data indicators to support a stable and sustainable financial planning climate and trajectory for all aspects of the organization.

SUB-GOAL 8:2 Monitor, assess and plan for ongoing adequate resources to recruit, maintain and train competent personnel to support all service delivery and business components of the organization.

GOAL 8: OPERATIONAL GOALS

TO CONTINUE BUILDING OPERATIONAL CAPACITY AND DIVERSIFICATION OF THE FUNDING BASE OF THE ORGANIZATION TO ENSURE ADEQUATE RESOURCES TO ADVANCE THE MISSION, AS INDICATED BY VALID AND RELIABLE FISCAL DETERMINANTS.

SUB-GOAL 8:3 To develop a strategic plan investment strategy to increase the capacity of the organization's technology infrastructure, hardware, and software to facilitate the implementation of electronic records across the organization.

SUB-GOAL 8:4 Maintain high levels of satisfaction service delivery and the business practices of the organization, as indicated by satisfaction surveys and independent audits that achieve at or above 80% scoring.

SUB-GOAL 8:5 To continue to improve the reputation and recognition of the organization via the media, and as "thought leaders" who speak on and publish on issues that impact the mission, the city, and the consumers we serve.

GOAL 9: PERSONNEL GOALS

To increase the organization's staffing capacity and core competencies to meet the needs of increasing complexity of the marketplace's changing and expanded trends.

SUB-GOAL 9:1 Increase planned investment in staff development to increase the availability of training on best practice models to meet the needs of children, families, and the general community.

SUB-GOAL 9:2 To expand the organization's staffing pattern to include a Clinical Director/Trainer, Psychiatric Mental Health Nurse, and Medicaid Claims Adjudicator.

SUB-GOAL 9:3 To develop and implement the fiscal and regulatory standards needed to enhance recruitment, retention, and longevity of personnel through flexible work hours, a retirement plan, and equity pay.

GOAL 10: ADVANCEMENT

In collaboration with Authority Health, BFDI will expand services to implement Phase I of on-site physical health services for BFDI youth consumers.

SUB-GOAL 10:1 To develop an Memorandum on Understanding with Authority Health as the collaborative partner for BFDI Phase I on-site medical clinic for youth consumers.

SUB-GOAL 10:2 To complete the architectural requirements including equipment and supplies needed for the two identified clinic examination rooms.

SUB-GOAL 10:3 To identify in collaboration with Authority Health, the physicians and other medical and support staff as needed for the operation of the clinic

SUB-GOAL 10:4 To develop the policies, procedures and plans for the management and operation of the onsite medical clinic.

GOAL 11: ADVANCEMENT

To establish a BFDI Training Institute as a subsidiary of Black Family Development, in response to the ongoing request for consultation services, technical assistance and training on Restorative Practices.

SUB-GOAL 10:1 To work with BFDI's law firm, Clark Hill to complete legal papers needed to establish BFDI training institute.

SUB-GOAL 10:2 To develop the needed curriculum for training, technical assistance and consultation services to other nonprofit organizations on budgetary and fiscal management in accordance with OMB, GAAP, SASB standards.

SUB-GOAL 10:3 To develop the training schedule for Restorative Practice training for day 1, day 2, day 3 and day 4 training modules.

SUB-GOAL 10:4 To develop the marketing, public relations and communication strategy for BFDI training institute.