Our Mission

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

**OUR COMMITMENTS**

- Being an agency of Hope & Healing
- Improving the well-being of children
- Improving academic results
- Expanding positive youth development
- Improving support to families
- Building community capacity
- Improving neighborhood safety
- Improving the life outcomes of boys and young men of color.
LEADERSHIP Focus

Strategic Alignment

COMMUNITY

Mission

Vision

Core Values

Consumer & Stakeholder Input
Black Family Development, Inc.

Survey Responses
Strengths and Challenges

COMMUNITY
**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 positive youth development services/activities
- Range of services provided
- Focus on family preservation
- Responsiveness to requests from consumers
- Responsiveness to continue providing essential services during the global pandemic.
- Quality of services provided
- Competent and qualified staff
The overall survey responses in the area of weaknesses did not yield any statistically measurable issues of weakness.
Challenges

Although BFDI is positioned as a premier leader among local nonprofits, it continues to be confronted, as are other nonprofits, with community and environmental challenges.

These challenges include Detroit’s Social Determinants of Health indicating the troubling well-being conditions of children and families:

- 60% of Detroit’s Children 0-5 live in poverty.
- 88% of Detroit K-12 students qualify for free and reduced lunch.
- United Way’s ALICE report indicates 74% of Detroit households live in poverty.
- A need to provide services that many families say they need… transportation and financial assistance for services and programs.
- In Wayne County, 60.1% of children age 3-4 were not in preschool.
- 84% of Detroit’s third graders are not reading at grade level.
- Nearly 30,000 eligible young children have no high quality early learning or child care options.

Data Source: Kids Count MI (2020) @MLPP.org
BFDI Strategic Plan is indented to infuse hope.

BFDI’s strategic plan affirms the following Kids Count 2020 assertion:

“An equitable 2-generational approach will help Michigan’s kids keep moving forward” to improve well-being and racial equity.
A Strategic Plan of Black Family Development, Inc.
2019-2022 PROGRAM GOALS

OUR COMMITMENTS

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Goal 1

BEING AND AGENCY OF HOPE AND HEALING

**Sub-Goal 1:1**
To create a physical, and virtual, place for families to share before and after success stories showcasing the achievement of their hope and healing goals, helping to broaden hope to the larger community.

**Sub-Goal 1:2**
To provide family support resources (*food, rent, utilities, college and cultural exposure*) through fundraising beyond grant funded services.
Goal 2

TO IMPROVE THE WELL-BEING OF CHILDREN AND FAMILIES

Sub-Goal 2:1
To increase the application of Family Preservation Services, embedded with research-based practices, to improve the well-being of, and racial equity for, children and families.

Sub-Goal 2:2
To increase the availability of community-based, home-based alternatives to support youth and family needs, and improve families' quality of life by partnering with consumers and parent advocacy organizations.
Goal 2

TO IMPROVE THE WELL-BEING OF CHILDREN AND FAMILIES

Sub-Goal 2:3
Increase integrated health (physical health and mental health) services to children and families.

Sub-Goal 2:4
Workforce investments: Provide ongoing investment in staff that maintains their capacity to serve at-risk families.
Goal 2

TO IMPROVE THE WELL-BEING OF CHILDREN AND FAMILIES

**Sub-Goal 2:5**
Increase the availability and access to out-of-school time programs for children and youth to support their social, emotional, and academic potential.

**Sub-Goal 2:6**
Implement strategies for improving the health, wellness, and well-being of children, youth and families by providing education, and disseminating information received, through partnerships in contexts such as: the Great Start Collaborative – Wayne, LENA Start, the Mayors’ Task Force Leadership Breakfast, and Family Preservation communities of practice.
Sub-Goal 2:7
Educate staff and the community on child and family well-being targets, as well as help resources, using technology and social media platforms for wider dissemination.
Goal 3

TO IMPROVE THE ACADEMIC RESULTS OF CHILDREN AND YOUTH

Sub-Goal 3:1
Identify and work with early childhood providers to access quality programming to enhance the growth and development of children.

Sub-Goal 3:2
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 3:3
Provide families access to age appropriate reading material and information on core concepts in the science of early childhood.

Sub-Goal 3:4
Provide 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.
**Goal 4**

**Sub-Goal 4:1**
To provide youth with positive youth development opportunities in their homes, school, and community that will support identity growth and development, including understanding their future goal options through out-of-school time programming.

**Sub-Goal 4:2**
Identify and work with early childhood providers to access quality programming to enhance the growth and development of children.

**Sub-Goal 4:3**
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”.
Goal 4

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

Sub-Goal 4:4

- 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
  - Reducing violence and providing a “second chance”
Goal 5

To improve support to families living in distressed communities, with a focus on the city of Detroit

Sub-Goal 5:1
• Provide training to staff, 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 5:2
• 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 6


Sub-Goal 6:1

• To expand funding relationships with The Skillman Foundation for continued support of the My Brother’s Keeper Program and Restorative Practices community culture transformation.

Sub-Goal 6:2

• To work in alignment with The Kresge Foundation and W.K. Kellogg Foundation to achieve the 15 identified strategies and six (6) imperatives for the Hope Starts Here initiative, with a particular focus on imperative #2- Support parents and caregivers as children’s first teachers and champions; and imperative #3- Increase the overall quality of Detroit’s early childhood programs.
Goal 6


Sub-Goal 6:3
- To expand funding relationships with the Obama Foundation to continue the delivery of My Brother’s Keeper services for two (2) additional years, through 2022.

Sub-Goal 6:4
- To partner with the Ballmer Group to expand collaborative partnerships with other organizations to bring to scale the collective work to improve the life outcomes of boys and young men of color.
Goal 7

TO INCREASE STRATEGIC COLLABORATION WITH KEY PUBLIC AND PRIVATE FUNDERS TO ADVANCE THE MISSION AND GOALS OF BFDI.

Sub-Goal 7:1
• To increase the availability of mental health and prevention services in Detroit Public Schools Community District (DPSCD) and charter schools in Wayne County, through an expanded contract with Detroit Wayne Integrated Health Network.

Sub-Goal 7:2
• To partner with DPSCD leadership to expand the present Memorandum of Understanding to include additional Pre-K, 8th grade, and high schools.
Goal 7

TO INCREASE STRATEGIC COLLABORATION WITH KEY PUBLIC & PRIVATE FUNDERS, AND CAPACITY-BUILDING ENTITIES, TO ADVANCE THE MISSION AND GOALS OF BFDI.

Sub-Goal 7:3

• To expand strategic partnerships with United Way For Southeastern Michigan, the Department of Health and Human Services, and the Detroit Wayne Integrated Health Network to increase BFDI’s service delivery in early childhood, schools and particularly in targeted zip codes with the greatest need.

Sub-Goal 7:4

• In collaboration with the Hudson Webber Foundation and Wayne County Department of Health, Veterans and Community Wellness, improve the Care Management System Juvenile Justice System of Care through the adoption of two (2) or more of the Juvenile Justice transformational policies based on the current needs in Wayne County.
Goal 7

TO INCREASE STRATEGIC COLLABORATION WITH KEY PUBLIC & PRIVATE FUNDERS, AND CAPACITY-BUILDING ENTITIES, TO ADVANCE THE MISSION AND GOALS OF BFDI.

Sub-Goal 7:5

• To develop an information Technology Strategic plan, in collaboration with APEX Digital solutions, to increase BFDI’s technological capacity to advance agency operations, service delivery, and performance improvement.
Goal 8

**BOYS AND YOUNG MEN OF COLOR**

TO IMPROVE THE LIFE OUTCOMES OF BOYS AND YOUNG MEN OF COLOR IN COMMUNITIES, AND BRING THE WORK TO SCALE IN DETROIT.

**Sub-Goal 8:1**
- To provide leadership, oversight, and strengthen the alignment with partner organizations focusing on this same target population.

**Sub-Goal 8:2**
- To establish a Community of Practice, as evident by a Memorandum of Understanding with partner groups working with the target population.

**Sub-Goal 8:3**
- To develop a common theory of change and theory of action model that would be adopted by the partner groups.

**Sub-Goal 8:4**
- To provide ongoing training to partner groups operating in this space on the art of collaboration and the Theory of Aligned Contribution.
Goal 9

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

Sub-Goal 9:1
• 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 9:2
• To empower residents in targeted communities by providing organizing and leadership training.

Sub-Goal 9:3
• Continue to work in collaboration with MAN Network to recruit and train volunteer patrols, and build community safety zones in Osborn and other targeted areas.

Sub-Goal 9:4
• Host community celebrations in recognition of progress.
**Integrating persons serviced and stakeholders expectation, as well as current social determinants health:**
BFDI integrated staff, Board and persons served input gathered through the following means: survey, interview, and focus group questions. Responses were collated and then matched under strategic goals that seemed best aligned with the vision stakeholders had communicated. BFDI administration utilizes currently available data sources to update local determinants of health statics (i.e. *Kids Count MI 2020* and *United Way for Southeastern Michigan’s ALICE Report*). The data further shapes strategic plan goals developed through consumer, Board, staff, and stakeholder input.

**Analysis of local contemporary agencies, environmental threats, and budding opportunities impacting BFDI mission:**
BFDI administration and program managers receive collaborative partner performance reporting data periodically shared by agency funders. Staff carefully analyze BFDI’s performance in the context of other collaborating agencies also moving towards collective impact goals. Annual and quarterly performance reports, monthly fiscal reports and routine performance analyses, allow BFDI managers and administration to review internal performance targets in the context of funder expectations. Monthly stakeholder meetings, as well as the daily monitoring of news outlets ensures BFDI’s leadership maintains a clear environmental scan of policy–level, funding–driven, and community need-based influences impacting BFDI’s business practices. The same information sources are essential as the agency administration and Board pursue new funding streams and/or services opportunities in advancement of BFDI’s mission.

**Planning reflective of BFDI’s capabilities and existing relationships with staff and external stakeholders:**
BFDI is laser-focused on keeping pulse on consumers’ and stakeholders’ feedback on BFDI’s organizational strengthens. For 42-years BFDI has functioned in full capability as a Family Preservation agency. The scope of our behavioral health and positive youth development programing has expanded under the umbrella of the agency's’ mission throughout the years. Philanthropic, public and national investors have welcomed BFDI’s partnership, both through the agency’s responses to RFPs, as well as by direct invitation for contracting. BFDI utilizes survey data and interview feedback to ensure staff, consumer and stakeholder confidence in the agency’s business operations and service programing. This feedback drives strategic plan goal setting to strengthen proven business and program areas. Additionally, the same feedback helps determine new areas the strategic plan needs to explore for ongoing agency advancement.
Integrating existing regulations legislative issues and technology:
The global pandemic of 2020 has enhanced BFDI’s pursuit of technological improvements to build efficiency, while ensuring the effectiveness of agency services and business practices and in a remote environment. Michigan's “Stay At Home” order expedited the digitization of business forms, as well as the investment in tele-medicine platforms. Concomitantly, local and national policies amended to ease communication access essential workers had to persons served. This strategic plan reflects BFDI’s intent to develop an Information Technology (IT) strategic plan that will equip the organization, for what appears to be, an ongoing future increased reliance on technology.

The impact of performance analysis on the strategic plan:
A review of BFDI's over arching electronic medical record has demonstrated the value in: 1) Increasing staff familiarity with using programs specific reports to create quality improvement plans that span program and business operations 2) Ensuring the agency’s technological infrastructure allows for the ongoing advancement of integrating data sets from multiple information sources and consumer records. BFDI’s collaboration with APEX Digital Solutions will help frame a three-year IT strategic plan that helps increase performance improvements analyses across multiple agency programs and business operations using currently disparate data bases provided by funders.

Forecasting resources (financial and workforce) needed to implement consumer, Board, staff and stakeholder vision for strategic plan:
BFDI’s strategic planning process involves financial forecasting and Board-level budget approvals, prior to the implementation of strategic plan updates. Strategic plan updates and Board approvals of the upcoming year budget occur in concert during November Board meetings.
Since 1978
BLACK FAMILY DEVELOPMENT INC.
COMMUNITY