

Strategic Implementation Outline 2017-2020

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

Vision: The Juvenile Welfare Board's vision is that children in Pinellas County will have a future of more successful and satisfying lives because of the efforts of JWB and its partners.

Guiding Values

We value every child.

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

We embrace collaboration.

We work as a team with our community partners.

We celebrate results.

We support long-term efforts to bring effective change by identifying areas where needs are not being met. Then we find, or create a community-based support network that can turn our investments into real help for young people throughout Pinellas County.

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.

JWB’s Strategic Focus Area Goals: JWB has four strategic focus areas for its financial investments and related programming.

Goal #1 - School Readiness: Children served by JWB-funded School Readiness programs will enter kindergarten ready to learn

Board Strategies/Objectives			Framework*
Strategy 1.1	Marshal support with partner organizations to create a coalition to advance the practice and delivery of early learning services in Pinellas County		
	Objective 1.1.1	Participate with the Early Learning Coalition (ELC) in its <i>Thrive by 5</i> initiative	Signaling and Collaboration
Strategy 1.2	Investigate opportunities to pursue Voluntary Pre-Kindergarten (VPK) programs in Pinellas County high-risk areas that operate for a full day with certified teachers		
	Objective 1.2.1	Collaborate with ELC to support children who are eligible for VPK but ineligible for School Readiness scholarships and whose family income is at or below 200% of the Federal Poverty Level (FPL)	Signaling and Collaboration
Strategy 1.3	Develop early learning centers that employ best practices in high-risk zones throughout Pinellas County		
	Objective 1.3.1	Develop a quality early learning center that adheres to JWB's Quality Standards in the Lealman area with a collaborative funding model similar to the Lew Williams Center for Early Learning	Funding Evidence Informed Programs
	Objective 1.3.2	Fund training at all JWB-funded early learning centers to enhance quality	Capacity Building
	Objective 1.3.3	Conduct a study on long-term outcomes for children in quality early learning settings using outside consultants	Expanding the Knowledge Base

MEASURES

Program Level Core Outcomes and evidenced-based measures	County Level Change Indicators
90% of children participating in a JWB early learning center will meet or exceed the Teaching Strategies Gold (TSG) widely-held expectations	90% of children in Pinellas County who enter kindergarten will be ready to learn as measured by meeting or exceeding VPK Assessment recommendations
90% of children participating in a JWB early learning center will meet or exceed the TSG widely-held expectations in the Social Emotional domain	
90% of children participating in a JWB early learning center will meet or exceed VPK expectations	

*Definitions for some of the terms used in this Strategic Plan, including the Framework Categories, are provided at the end of this document.

Goal #2 – 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

Board Strategies/Objectives			Framework
Strategy 2.1	Foster the development of a comprehensive system of out-of-school time programming that engages students, providing the right service for the right child		Funding Evidence-Informed Programs
	Objective 2.1.1	Review all Community Out-of-School Time (COST) programs and implement recommendations to focus on stronger educational support	
Strategy 2.2	Continue to support Summer Bridge programming in Pinellas County		Funding Evidence-Informed Programs
	Objective 2.2.1	Review Summer Bridge programming as part of the comprehensive system of out-of-school time review	
Strategy 2.3	Involve the business and faith-based communities in a collective impact approach to providing before and after-school programming for youth		Funding Evidence-Informed Programs
	Objective 2.3.1	Engage business and faith-based community to leverage monetary and in-kind resources to increase after-school opportunities	

MEASURES

Program Level Core Outcomes and evidenced-based measures	County Level Change Indicators
45% of participants will receive an achievement or score of 3 or higher on the Florida Standardized Assessment (FSA) in Language Arts	Countywide benchmark measures are being established by Pinellas County Schools JWB will track them based on those measures once established
45% of participants will achieve a score of 3 or higher on the FSA for mathematics	
85% of participants will miss less than 5% of school days due to unexcused absences within the school year	
89% of participants in elementary school will receive no more than one referral within the school year	
75% of participants in middle or high school will receive no more than one suspension within the school year (includes both in and out-of-school suspension)	

Goal #3 - Prevention and 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

Board Strategies/Objectives		Framework
Strategy 3.1	Provide respite for parents, providers, and caregivers	
	Objective 3.1.1	Explore best practice programming for respite services with an emphasis on respite for parents of infants in high-risk zones
Strategy 3.2	Understand the root causes of domestic violence in order to craft appropriate responses	
	Objective 3.2.1	Explore highly successful programs and best practices for potential implementation
Strategy 3.3	Dedicate resources for the prevention of domestic violence, as well as child abuse and neglect	
	Objective 3.3.1	Assess the need for enhanced operational funding for domestic violence shelters based on high utilization of the shelters and/or cutbacks in staff, as appropriate
	Objective 3.3.2	Fund services for children at the domestic violence shelters
	Objective 3.3.3	Enhance the Prevent Needless Death Campaign with a focus on infant safe sleep
	Objective 3.3.4	Expand Protective Factors training; promote the use of the Protective Factors Organizational Self-Assessment protocol
	Objective 3.3.5	Consider funding to allow for direct access to mental health services by way of a warm hand off which supports coordinated service delivery in the participant's home, and a resource position to serve as a community resource liaison supporting staff and families
	Objective 3.3.6	Target the high-risk population not currently participating in Home Visiting services by locating staff in Women, Infants, and Children (WIC) offices to provide "safe baby" education
	Objective 3.3.7	Continue prevention efforts to assist struggling families through the Family Services Initiative (FSI)

Strategy 3.4	Provide leadership, through the Health and Human Services Leadership Board (HHSLB) and funded program boards, to support collective impact around the prevention of child abuse and neglect		
	Objective 3.4.1	Continued participation in critical leadership boards such as the HHSLB	Signaling and Collaboration
	Objective 3.4.2	Identify new collaborative models, opportunities, and potential partners.	Signaling and Collaboration

Measures	
Program Level Core Outcomes and evidenced-based measures	County Level Change Indicators
96% of families receiving FSI navigation services will show progress toward self-sufficiency as measured by the Arizona Self-Sufficiency Matrix	20% reduction each year over 5 years in the 3 leading causes of child deaths in Pinellas County for children under 6: abusive head trauma, drowning, and sleeping-related deaths
80% of parents in home visiting programs will demonstrate improved attitudes and skills in parenting as measured by the appropriate parenting assessment tool	

Goal #4 - Strengthening Community: Children served by any JWB funded Strengthening Community program will benefit from collective neighborhood initiatives driven by empowered community leaders

Board Strategies/Objectives		Framework
Strategy 4.1	Maximize and leverage the Neighborhood Family Centers' (NFC) history, reputation, and position in the community as partners in meeting the needs of disadvantaged neighborhoods	
	Objective 4.1.1	Utilize feedback from the NFCs intentionally on neighborhood needs to inform the work of JWB; coordinate an approach in marketing the NFCs to raise awareness of their benefit, increase client participation, and expand their role to meet the changing community needs
	Objective 4.1.2	Fund administrative and operational support for each of the NFCs' to increase organizational and Board capacity
Strategy 4.2	Maximize the impact of existing community resources	
	Objective 4.2.1	Partner with 2-1-1 and other like entities to ensure awareness of new community resources; educate and leverage resources among providers to better serve children and families; fully leverage all appropriate resources in collective impact initiatives
Strategy 4.3	Develop a robust method for hearing and responding to the voices of neighborhood citizens	
	Objective 4.3.1	Continue to leverage Community Council input as a method of responding to voices of the neighborhood citizens
	Objective 4.3.2	Use the Joint Community Council - Board Workshop to inform the Board about the needs of neighborhoods
	Objective 4.3.3	Participate in community collaboratives, and fully utilize information to respond to the community
	Objective 4.3.4	Conduct focus groups targeting specific neighborhoods and/or populations as needed as a method of responding to the voices of citizens
Strategy 4.4	Develop early warning indicators for critical changes and emerging issues in the community	
	Objective 4.4.1	Adopt and implement data elements to create a dashboard that serves as an early warning indicator for emerging issues using JWB data analytics system; monitor to proactively respond to those issues

	Objective 4.4.2	Identify new collaborative models, opportunities, and potential partners	Signaling and Collaboration
Strategy 4.5	Enhance the visibility and leadership role of JWB in the community, led by the Board		
	Objective 4.5.1	Board members and JWB leadership to represent JWB in the community both in speaking engagements and through participation on community boards; leverage all media to extend JWB's outreach in the community	Signaling and Collaboration

Measures

Program Level Core Outcomes and evidenced-based measures	County Level Change Indicators
Percent of individuals that report increased knowledge gain from JWB trainings	Improved conditions/outcomes for children in Pinellas County as measured by the Child Opportunity Index or similar tool Baseline research to be conducted on best reporting tool (FY18)
Percent of community self-reported progress toward community goals among organizations receiving capacity-building technical assistance from JWB and/or participating in collective impact initiatives	

Definitions

1. *Comprehensive Community Out-of-School Time*

- a. Community Out-of-School Time - *Before and/or after-school programming for youth located in the community*
- b. Out-of-School Time - *Before and/or after-school programming for youth that is located at a school, but operated by non-school personnel*

2. *Creating Value* Framework Categories (Michael E. Porter and Mark R Kramer,1999)

- a. Funding Evidence Informed Programs - *Selecting and funding the best grantee programs with the greatest potential for successful outcomes*
- b. Capacity-Building - *Improving the performance of funded programs through technical assistance and capacity building*
- c. Signaling and Collaboration - *Forging strategic collaborative partnerships by leveraging knowledge and resources for greater collective impact*
- d. Expanding the Knowledge Base - *Advancing practice and the knowledge base to increase the likelihood of positive outcomes for strategic goals*

3. *Family Services Initiative* - The Family Services Initiative (FSI) is a collective partnership that connects Pinellas County agencies and resources together to help struggling families.