



**Strategic Plan
2015 – 2018**

Historical Overview

Juvenile Assessment Center (JAC) In the late '90s Wayne County, Michigan faced a takeover of its juvenile justice services by the federal government. The treatment of pre-delinquent and delinquent youth was reduced to one option, removal from the community for all. Out of residential space, the State had moved 200 Wayne County youth to other states, resulting in a financial dispute between the State and the County. Legal and legislative decisions lead to Wayne County being offered the opportunity to become a County Juvenile Agency. This opened the way for collaboration between the county, the court, the prosecutor, the sheriff, and local service agencies.

In July 1999, a critical series of start-up processes were carefully developed in less than six months. Using informational technology, desired outcomes written into performance-based contracts and a new operational handbook, the new model, built for speed with success as the incentive, was ready to take responsibility for all Wayne County adjudicated juveniles. This radical solution became the Juvenile Assessment Center/Care Management Organization system and overnight, changed the County's almost total dependency on out-of-home care to adjudicated youth being supervised and treated in their own communities with close family involvement through case management and coordination.

Because of the unique partnership between Wayne County Department of Children and Family Services, Detroit Wayne Mental Health Authority and the JAC, the strategic plan of the JAC is connected to contract obligations.

This document comprises a strategic plan for the Juvenile Assessment Center. It reviews its strengths, weaknesses, threats and opportunities; presents a series of fundamental statements relating to the Juvenile Assessment Center's vision, mission, values and objectives; and sets out the Juvenile Assessment Center's proposed strategies, goals and action programs.

Strengths, Weaknesses, Threats & Opportunities

This strategic plan addresses the following key strengths, weaknesses, threats and opportunities which apply to the Juvenile Assessment Center. now and in the foreseeable future:

Strengths:

- Advocacy
- Relationships

Threats:

- Lack of Diverse funding threatens stability

Weaknesses:

- Lack of funding diversity
- Lack of current business plan/marketing strategy
- Reactive rather than proactive

Opportunities:

- Development of Marketing and Business Plan
- Expansion of programs and services
- Expansion of geographic service arena
- Promote services and Improve quality

Our Vision

The promoters' vision of the Juvenile Assessment Center in 3-4 years' time is:

The Juvenile Assessment Center will be nationally recognized as a leader in the design and implementation of collaborative, culturally competent and innovative programming for juvenile justice and children and families wherein every child has the opportunity to pursue a full life..

Our Mission Statement

The central purpose and role of the Juvenile Assessment Center is defined as:

“Our mission is to be the source of accurate information and competent recommendations that identify the unique needs of referred youth and families in Wayne County, and enable community organizations to restore successful living, increase healthy development and promote safer communities.”

Our Corporate Values

The corporate values governing the Juvenile Assessment Center include the following:

- ❑ **Accuracy**: We expect our competencies to help resolve problems and generate more competency.
- ❑ **Innovative**: We will go beyond the norm to get what we need for every child.
- ❑ **Diversity**: We will accurately report the cultural strengths and individual needs of the youths and families we service.
- ❑ **Collaboration**: We value mutual cooperation and respect in all relationships.
- ❑ **Quality**: We value communication and dialogue to achieve continuous improvement.

The Seven Strategic Goals

The Juvenile Assessment Center is pursuing the following strategic goals

1. **Clients** (Customers, Consumers)
Goal: Build a solid foundation for children and families through person- and family-centered services.
2. **Programs** (Services)
Goal: Expand and develop quality programs based on community needs.
3. **Funding** (Financial, Fund Development)
Goal: Diversify funding for the agency.
4. **Human Capital** (Human Resources, Personnel)
Goal: Attract and retain a skilled and diverse workforce.
5. **Operational** (Management & General)
Goal: Infrastructure Supports and Financial Management.
6. **External** (Regulatory Compliance)
Goal: Maintain compliance with all regulatory bodies.
7. **Public Policy**
Goal: Advocate for the benefit of children and families through public policy.

Major Goals

The following key targets will be achieved by The Juvenile Assessment Center.

Goal 1: Build a solid foundation for children and families through person- and family-centered services

Objectives:

1. A. Develop and implement best practice standards for all programs to be measured through logic models.
1. B. Be proactive in the design of the service delivery process.
1. C. Be competitive in the market place.
1. D. Ensure that clients/consumers receive fast, seamless service.

Goal 2: Expand and develop quality programs based on community needs

Objectives:

2. A. Identify and prioritize external opportunities and threats to the agency.
2. B. Identify and prioritize internal strengths to be capitalized on and weaknesses to be overcome.
2. C. Ensure that programs and services are accessible to client groups.
2. D. Develop and implement program initiatives to identify and address critical issues affecting juvenile justice and child welfare.
2. E. Continue and expand program evaluation efforts to assure relevance and value of programs and services.

Goal 3: Create and sustain long-term financial viability

Objectives:

3. A. Diversify funding
3. B. Develop financial resources
3. C. Build partnerships with government, business and philanthropic sectors to strengthen agency programs.
3. D. Create Fund Development position.
3. E. Create agency visibility and public image

Goal 4: Attract and retain a skilled and diverse workforce

Objectives:

4. A. Develop a staff recruitment plan.
4. B. Expand training and other services related to human resource development.
4. C. Ensure that salaries and benefits are competitive.

Goal 5: Infrastructure Supports and Financial ManagementObjectives:

- 5. A. Manage programs and services effectively to ensure financial integrity
- 5. B. Expand sources of revenue to assure continued growth in the context of mission and strategic goals
- 5. C. Maximize organizational capacity and effectiveness through state-of-the-art technology
- 5. D. Develop an effective business plan
- 5. E. Board development

Goal 6: Maintain compliance with all regulatory bodiesObjectives:

- 6. A. Implement Quality Improvement Program
- 6. B. Ensure compliance with standards setting organizations
- 6. C. Ensure compliance with contractual organizations

Goal 7: Advocate for the benefit of children and families through public policy.Objectives:

- 7. A. Advocate program initiatives to identify and address critical issues affecting child and family placement and stability.
- 7. B. Build collaborative relationships to ensure maximum use of resources.
- 7. C. Develop position statements on identified issues that can be forwarded to legislators.

Strategic Action**STRATEGIC GOAL #1:** Build a solid foundation for children and families through person- and family-centered services

| | OBJECTIVES | OUTCOMES | MEASUREMENT TOOL | RESPONSIBILITY | TIMELINE |
|--------|----------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|------------------------------------------------|-------------------------|-----------------------------------------------|
| 1A. DD | 1.A. Develop and implement best practice standards for all programs | Outcome measures and program evaluations are completed | Logic Model | Senior Management Staff | Monthly reviews Annual Report |
| | 1.B. Be proactive in the design of the service delivery process. | Children and families are successful in life | Evaluations; CQI Indicators | Senior Management Staff | Quarterly and Annual Program Evaluations |
| | 1. C. Be competitive in the market place. | The Juvenile Assessment Center is the respected leader in the family and child welfare service arena | Feedback from community stakeholders | Senior Management Staff | Ongoing Process Monthly, Quarterly Reviews |
| | 1. D. Ensure that clients; Consumers receive fast, seamless service. | Children and families have a positive experience with the Juvenile Assessment Center | Client feedback forms i.e. satisfaction survey | Senior Management Staff | Ongoing Process Monthly, Quarterly Review |

STRATEGIC GOAL #2: Expand and develop quality programs based on community needs

| OBJECTIVE | OUTCOME | MEASUREMENT TOOL | RESPONSIBILITY | TIMELINE |
|---------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------|------------------------------------------------------------------------------------|-------------------------------------------------------------------|-----------------------------------------------------|
| 2.A. Identify and prioritize external opportunities and threats to the agency. | Programs meet community needs; | Community Feedback; Stakeholder feedback | Board of Directors Senior Management Staff CQI Committee | Annually |
| 2. B. Identify and prioritize internal strengths to be capitalized on and weaknesses to overcome. | Programs meet community needs | Staff feedback | Board of Directors Senior Management Staff | Annually |
| 2.C. Ensure that programs are accessible to client groups | Barriers to access services have been addressed | Client satisfaction surveys; Indicators showing increase in request for service | Senior Management Staff CQI Committee | Ongoing Process |
| 2. D. Develop and implement program initiatives to identify and address critical issues affecting juvenile justice and child welfare. | Programs meet community needs Community Partners have been developed | Community Needs Assessment | Senior Management Staff CQI Committee | Ongoing Process |
| 2.E. Continue and expand program evaluation efforts to assure relevance and value of programs and services | Outcome measures are developed | Outcome measures and evaluation processes are in place | Senior Management Staff CQI Committee | Ongoing Process Quarterly Reviews; Annual Report |

STRATEGIC GOAL #3: Create and sustain long-term financial viability

| OBJECTIVE | OUTCOME | MEASUREMENT TOOL | RESPONSIBILITY | TIMELINE |
|-----------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|-------------------------------------------------------------------------|---------------------------------|
| 3.A. Diversify funding | Funding structure is diversified | Monitor agency finances | CFO Senior Management | Ongoing |
| 3.B. Develop Financial Resources | Cultivate/Solicit Donors Fundraising campaigns established | Success is increasing donor base; Success in campaign accomplishing fundraising goal(s) | Board of Directors Development Officer Senior Management Staff | Monthly, Ongoing |
| 3.C. Build partnerships with government, business and philanthropic sectors to strengthen agency programs | Host three – five government officials or delegates | Actual visits of government officials and/or delegates | Board of Directors CEO Senior Management | Annually |
| 3.D. Create Fund Development position | Fund Development position filled | Fund Development position filled | CEO HR/CFO | 2017 |
| 3.E. Agency Visibility and Public Image | Create formal marketing plan; Develop public relations materials (newsletter, brochures, website) | Publish two- three newsletters-electronic, Brochure created | Senior Management | Annually (Fall, Winter, Spring) |

STRATEGIC GOAL #4: Attract and retain a skilled and diverse workforce

| OBJECTIVE | OUTCOME | MEASUREMENT TOOL | RESPONSIBILITY | TIMELINE |
|-------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|------------------------------|
| 4.A. Develop a staff recruitment plan | Recruitment Plan | Recruitment Plan Developed | HR/CFO Senior Management | Review Annually |
| 4.B. Expand training and other services related to human resource development | Staff Development Needs Assessment completed Staff participates in professional development opportunities | Design Staff development assessment tool and implement Tracking log for monitoring staff development attendance | Supervisory Staff HR/CFO CQI Committee | Quarterly and Annual Reports |
| 4.C. Ensure that salaries and benefits are competitive | Survey Completed | Survey of similar organizations in metropolitan Detroit to determine salaries and benefits | HR Senior Management | Review Annually |

STRATEGIC GOAL #5: Infrastructure Supports and Financial Management

| OBJECTIVE | OUTCOME | MEASUREMENT TOOL | RESPONSIBILITY | TIMELINE |
|---------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|-------------------------------|
| 5.A. Manage programs and services to ensure financial integrity | Financial Integrity | Financial Audit by a reputable accounting firm; Reports identifying spending and revenue | Board of Directors, Finance Committee CEO CFO | Annual Monthly Reports |
| 5.B. Expand sources of revenue to assure continued growth in the context of mission and strategic goals | Determine the ideal mix of diverse funding sources | Meet the determined desired growth goals | Board of Directors CEO, CFO, Senior Management Fund Development Personnel | Annually |
| 5.C. Maximize organizational capacity and effectiveness through state-of-the-art technology | Budget for state-of-the-art technology | Agency will obtain resources to support infrastructure revitalization and growth | Board of Directors, Finance Committee CEO Staff | 2017 |
| 5.D. Develop a Business Plan | Effective Business Plan | Business Plan developed | Board of Directors CEO, CFO Senior Management | 2015 Reviewed Annually |
| 5.E. Board Development | Board members with skill sets needed to support organizational development and growth | Recruitment of Board Members Board members will participate in board development training | Board of Directors CEO | Annually |

STRATEGIC GOAL #6: Maintain compliance with all regulatory bodies

| OBJECTIVE | OUTCOME | MEASUREMENT TOOL | RESPONSIBILITY | TIMELINE |
|------------------------------------------------------------|-------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|-------------------------------------------------------------|-----------------------------------------------------------------|
| 6.A. Ensure compliance with standards setting agency (COA) | The Juvenile Assessment Center is Re-accredited | The Juvenile Assessment Center will continue to be reaccredited | Board, CEO, Staff | Ongoing Process - Re-accreditation every four years (2015-2019) |
| 6.B. Implement Quality Improvement Program | Effective evaluation tools yield feedback from all stakeholders i.e. client satisfaction survey | Outcomes measures and evaluation process are in place | Quality Improvement Committee Senior Management Staff | Ongoing Process – Quarterly Reports; Annual Feedback |
| 6.C. Ensure compliance with contractual organizations | Contracts are renewed; Programs are meeting the needs of community | Outcome measures and evaluation processes in place | Quality Improvement Committee Senior Management Staff | Ongoing Process - |

STRATEGIC GOAL #7: Advocate for the benefit of children and families through public policy.

| OBJECTIVE | OUTCOME | MEASUREMENT TOOL | RESPONSIBILITY | TIMELINE |
|------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|--------------------------|
| 7.A. Advocate program initiatives to identify and address critical issues affecting child and family placement and stability | Program Initiatives address issues critical to child placement and stability | Identify and monitor initiatives to determine effectiveness | Staff | Ongoing Annual Report |
| 7.B. Build collaborative relationships to ensure maximum use of resources | Collaborative Relationships renewed; and established | A Memorandum of Understanding is in place with a private or public entity that delineates partnership roles and commits resources that support goal achievement | Board of Directors CEO Senior Management | Annually |
| 7.C. Develop position statements on identified issues affecting constituency | Legislators informed; Legislators engaged | Favorable response from legislators: city, county, state and federal levels | Board of Directors CEO Senior Management | 2016, Annually |