

# JFCS Strategic Plan

Fiscal Year 2024- Fiscal Year 2026



**JEWISH FAMILY & CAREER SERVICES**

*Expanding Possibilities For All*



**Career & Economic Opportunities • Clinical Services • Family Stability • Klein Older Adults**

# To our friends, partners and stakeholders

Dear JFCS Community,

We are excited to present to you our comprehensive and forward-thinking three-year strategic plan for Jewish Family & Career Services.

At JFCS, our commitment to serving this community has been unwavering. Over the years, we have evolved and adapted to the dynamic needs of those we serve, ensuring that our programs and services make a lasting and positive impact on the lives of our clients. As we embark on this new chapter, we are driven by the same passion and dedication that have been the organization's cornerstones.

This strategic plan is the result of months of collaboration, introspection, and careful consideration. We have engaged with stakeholders, conducted thorough analyses, and sought insights from experts in our field to ensure that our roadmap is both comprehensive, responsive, and adaptable to changing needs. As we continue to navigate the ever-changing landscape of society and our community, our plan builds upon our strengths, addresses our challenges, and sets a clear course for JFCS' future.

Three key themes of our strategic plan represent the driving forces that will guide our efforts as we embark on this transformative journey for JFCS and the community we serve. JFCS is a testament to the power of collective action and shared values, and we are confident that with your involvement, we will reach the ambitious goals outlined in our strategic plan.

We express our gratitude for your continued support and engagement. Your insights, ideas, and engagement will be instrumental in shaping the future of JFCS and the lives we touch.

Thank you for being an essential part of the JFCS family. Together, we can create a brighter and more promising future so that all in Greater Louisville can live with dignity and purpose.



Mike Fine  
Board Chair



Dr. David Finke  
CEO



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## Theme 1

### Develop internal capability to respond to changing client and community needs.

**OBJECTIVE - Evaluate programs for need, fit, efficacy, and sustainability.**

- Use a decision matrix to analyze needs, fit, efficacy, and sustainability of existing programs to enable programming and staffing decisions.
- Develop program evaluations for potential new programs across the Louisville region.

**OBJECTIVE - Develop more relevant and efficient technology infrastructure.**

- Acquire a new Electronic Medical Records system.
- Acquire a new billing system.
- Develop mobile technology platforms.

**OBJECTIVE - Maximize people power.**

- Address staff and agency training needs.
- Develop and implement new staff performance evaluations.



## Theme 2

### Strengthen awareness of JFCS in the Jewish and Greater Louisville community.

**OBJECTIVE - Develop annual communication plan which addresses stakeholder engagement to increase awareness of the JFCS brand.**

- Determine marketing, advertising, and PR priorities for each program.
- Increase our brand presence across media platforms.

**OBJECTIVE2 - Increase our community impact to better represent our community.**

- Increase our community outreach.
- Implement DEI Plan with ongoing evaluation.
- Improve our engagement on policy matters that affect our clients and stakeholders.



## Theme 3

### Expand and diversify resources to ensure JFCS sustainability.

**OBJECTIVE - Expand and diversify human resources to improve capacity and sustainability.**

- Prioritize hiring and retaining a diverse workforce.
- Build positional and institutional knowledge.
- Develop more innovative volunteer opportunities to expand capacity.

**OBJECTIVE - Expand and diversify economic resources to minimize risk and improve sustainability.**

- Increase individual giving and donor base.
- Increase unrestricted funding.
- Continue to diversify grant and funding resources.
- Expand fee-based services to be a greater percentage of revenue.

**OBJECTIVE - Maximize environmental and physical resources.**

- Evaluate and implement safety processes and initiatives for staff, clients, volunteers, and facilities.
- Evaluate and plan for long-term physical space needs.



## Our Vision:

All in Greater Louisville live with dignity and purpose.

## Our Mission:

We expand possibilities for each person and every family to meet life's challenges with confidence.

## Our Values:

Guided by our Jewish values, we serve people of all backgrounds with:

### **Kavod (Respect):**

Respect for the undeniable humanity of each person.

### **Chesed (Compassion):**

Actions rooted in compassion and empathy.

### **Kehilah (Community):**

Connections that strengthen individuals and build community.

### **Tzedek (Justice):**

Advocacy that fosters fairness and equity.

### **Avodah (Service):**

Service to others that has the power to repair our world.



**Career & Economic Opportunities**

**Clinical Services**

**Family Stability**

**Klein Older Adults**

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