

Program/Services-Group #1

Attached are a number of potential program/service opportunities for JFS. Each one has a brief description of the opportunity and bullets for considering whether this should be an area for JFS to pursue within the next 3 years. Based on these opportunities, please identify 3 areas of program/services that you would prioritize for JFS to pursue. Some of these may have areas that overlap in which you could combine aspects of them. Please keep in mind that these are areas that JFS would want to pursue that may or may not come to fruition.

Free Health Care Clinic

A local Jewish doctor inquired with JFS about establishing a Free Health Clinic. He currently volunteers for a clinic in Albermarle, NC and is interested in pursuing a similar program here. He has already begun engaging other doctors and has a cadre of physicians interested in donating their services. His concept is that the clinic would prioritize services to the Jewish community but would be open community members outside the Jewish community.

Considerations:

- Is this within JFS' mission/scope?
- The model would require a partnership with one of our Healthcare systems
- While not significant, the model operates on grants and philanthropy for basic operations
- This type of program/service would have the potential to create significant visibility and support outside the Jewish community
- The service would respond to one issue impacted by the poverty situation that exists in Charlotte

Pineville Neighborhood Partnership

United Way has identified a number of neighborhoods that are in need of support. One of them is the Pineville community where approximately 15% of their population lives in poverty. UW connected JFS with Pineville Neighbors Place, a very small non-profit organization run by volunteers who work towards support for the community, i.e. holiday drives, food support, etc. Part of their community is Sterling Elementary School who JFS has begun to connect with through Freedom School and as a school adopted by Temple Beth El.

Considerations:

- Due to the restructuring of UW, the anticipated potential funding from UW will not be available for at least 18 months. However, JFS is meeting with UW to brainstorm potential partners.
- There is an existing connection to Jewish community and JFS
- The community fits in with the larger Charlotte community focused on economic mobility
- Fits with the mission of family engagement

Services to Children and/or Adults with Intellectual and Developmental Disabilities

There is a significant lack of good, quality services for children and adults with intellectual and developmental disabilities. On any given day, JFS receives feedback regarding a deficit in available services for this population. Services could be as diverse as parent support, specialized therapy, supported living and employment, day programming, group home, respite, etc.

Considerations:

- There has been no clear data analysis as to the extent of the issue
- Medicaid reimbursement for these services can be challenging
- While JFS has not historically provided these services, it is an area where many JFS' do serve this population
- It provides an attractive philanthropic appeal

Senior Services

Seniors are growing in numbers and Jewish seniors in our community are geographically more spread out. JFS has been in dialogue with Aldersgate regarding providing transition and therapeutic services. However, Aldersgate has been slow in moving forward.

Considerations:

- Seniors are one of our core competency areas
- Other than therapy, we have not accessed any governmental funding structures to serve seniors
- The growth in senior facilities has resulted in increased interest in programming at facilities
- The facility based services being discussed with Aldersgate has replicable potential at other facilities
- Senior case management has the potential to be structured as senior care coordination services, often paid for in other communities
- It has frequently been identified that there is a deficit in home-care support for many of our seniors
- While there are a couple of funders very supportive of seniors, i.e. Greenspon, BJH, their support is not likely to significantly increase and seniors are not a high philanthropic priority

Substance Abuse Services

The Opioid crisis is a high priority in North Carolina where the rates of deaths from drug overdose has been higher than the national average. There are new funding resources becoming available for treatment.

Considerations:

- Direct connection to Mental Health services
- Billable service
- A clearly identified need
- Not currently an area of JFS expertise

Mental Health Services

Navigating The Maze is a recent study facilitated by the Foundation for the Carolinas which identified a crisis in the current system of mental health services for children and adolescents. While much of their study focused on Medicaid clients, the study was clear that mental health issues were impacting children and youth of all socio-economic areas.

Considerations:

- MH is one of JFS's core services
- This is an area that continues to see growing needs and is a priority in Mecklenburg County
- In 18-24 months Medicaid Behavioral Health will move to a managed care environment with new MCO's. This may change the way MH services are provided in NC
- JFS is not seen as a major player for MH services outside of the Jewish community
- Competitive arena
- The Dept. of Health recently received a \$5m grant for MH services in Meck Co.

DSS

JFS has been engaging with DSS to possibly provide services to their constituency. DSS encompasses a wide range of populations including foster care, at-risk families, seniors with chronic mental health issues, etc.

Considerations:

- There is a real deficit in quality services available to DSS clients
- If JFS were identified as a resource DSS could be a very constant referral resource
- DSS clients are challenging and have multiple issues
- In 2020 the funding structure within the Child Welfare system will expand flexibility allowing for an increase in prevention services vs. residential care

Domestic Violence

Mecklenburg County is exploring developing a Family Justice Center. Family Justice Centers are one-stop facilities that house multiple organizations that a victim must engage with in securing support. Examples are law enforcement, legal services, counseling, shelter, etc. A steering committee has been operating in the County for about a year and is currently pursuing what the legal structure would look like.

Considerations:

- While JFS has not been active in the planning of a Family Justice Center, we have participated in community-wide planning sessions and sub-groups
- This fits in with JFS mission
- While JFS is seen as the domestic violence provider for the Jewish community and provide those services, we have not historically been seen as a DV provider of services in the general Charlotte community
- There is a concerted interest to have faith-based participation in this project
- Funding is available, although competitive

Leading On Opportunity

A major study was completed that identified that Charlotte was 50th in the top 50 cities in the US for economic mobility. Bottom line: if you live in poverty in Charlotte, you are likely to stay in poverty. This study elicited a huge response from the Charlotte community and has resulted in an initiative to change the trajectory for people in poverty in Charlotte. Within the study there is a clear identification of needed social services throughout the community.

Considerations:

- This initiative has gotten significant participation from the Charlotte community leaders including business and philanthropy
- The beginning emphasis has revolved around early childhood, college and career readiness, segregation and child and family stability
- JFS is not seen as a player in this arena
- While Mental Health is frequently mentioned in the study, it has not been identified as one of the initial core areas being addressed. That being said, it will most likely arise as the other areas are addressed

Marketing/Development-Group #2

JFS has made some significant advances in the areas of increasing visibility and donor development. Recognizing that JFS is positioned to go to the next level, please complete the following:

- Identify the top 5 priority areas that should be included in a Financial Resource Development Plan. For each priority, come up with 3 goals for each of those priorities.
- Prioritize 3 areas of Marketing and/or Media Relations that would elevate JFS' visibility. For each of those priorities, come up with 3 tasks that will advance those priorities.
- Identify how the two areas above intersect and support each other's efforts.

Growth Management-Group #3

As JFS continues to grow it is important to ensure that our infrastructure supports our ability to increase services and sustain quality and meet our community's needs. To this end, please complete the following exercises.

- Identify the major infrastructure issues that impact the ability of JFS to continue to grow and provide quality programs and services, i.e. space, technology, staffing, etc.
- For each area identified, develop a plan for evaluating the steps necessary to create the infrastructure needed to support the organization.
- Brainstorm potential stakeholders who could support the infrastructure needed above.