

2024-2029

STRATEGIC PLAN



WANDA JOYCE ROBINSON FOUNDATION

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Last September, on behalf of the Franklin County Fiscal Court, we were awarded a federal grant through the Office of Juvenile Justice and Delinquency Prevention. In the past year, we hired our first full-time staff and expanded our programming and services to families.

The Wanda Joyce Robinson Foundation invests in relationships that strengthen the lives of children, youth, and families. It is our vision to disrupt recidivism and end the cycle of incarceration by providing those we serve with a pathway of hope—empowering them to be seen and heard without fear or judgment.

Thank you, community partners, for your continuous support and encouragement. It is an honor to celebrate five years with you!



AMY NANCE SNOW
EXECUTIVE DIRECTOR + WJRF CO-FOUNDER

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MISSION

To create and invest in relationships that strengthen the lives of children, youth and families impacted by incarceration.

VISION

To disrupt recidivism and end the cycle of incarceration by providing the children, youth and families we serve with a pathway of hope and empowering them to be seen and heard without fear or judgment.

CORE VALUES

HEART

We do our best work when we do it with a strong sense of purpose and a passion for a better world. Even when we're doing hard things, we can find love and joy in unexpected places and understand the essential role hope plays in our work.

CENTRICITY

We center the voices, priorities and wellbeing of the youth and families we work with in every decision we make and every action we take.

JOY

We believe every young person deserves to have joy in their life. We create opportunities to be a kid and have fun every day, recognizing that joy is the key that unlocks positive youth development and brighter futures.

EMPOWERMENT

We believe in the potential of young people and choose to invest in them as the key to a brighter future for our community and our world.



STRATEGIC PRIORITIES

01 HIGH-IMPACT PROGRAMS

- Parents and Caregivers learn protective factors to strengthen their families.
- Youth develop sustaining skills for supportive healthy relationships.
- Children learn social and emotional skills.
- Youth display the skills needed to succeed throughout life and are college, career and/or life ready.
- To decrease the percentage of youthful and status offenders in Franklin County.
- Elementary age kids will have an increased positive support system.

02 SUSTAINABLE FUNDING

- Annual Giving Program
- Endowment Fund
- Major Gifts Program
- Fundraising
- Other Income

03 BOARD MEMBERSHIP

- Board Chair is a Valuable Leader
- Board Members are Community Ambassadors
- Foundation Engaged Board Members
- National and Local Accreditation

04 VOLUNTEER ENGAGEMENT AND RETENTION

- Volunteers provide safe and nurturing environments for our children, youth and families
- Volunteers build relationships with parents and caregivers
- Volunteers feel valued and connected to our organization
- Volunteers are community ambassadors

05 STRONG COMMUNITY RELATIONSHIPS

- Every child and family impacted by incarceration in Franklin County has full wraparound support
- Foundation Awareness
- New Sources of Income and Resources
- Invested Community



01 HIGH-IMPACT PROGRAMS

Goal: Implement programs that disrupt recidivism and end the cycle of incarceration that are evaluated annually.

STRATEGIES	DESIRED OUTCOMES
<ul style="list-style-type: none"> • Parents and Caregivers complete Family Thrive Training and Kentucky Strengthening Families Training • Parents and Caregivers plan and lead monthly Parent Cafes • Incarcerated Parent participates in an evidence-based parenting curriculum 	<p>Parents and Caregivers learn protective factors to strengthen their families.</p>
<ul style="list-style-type: none"> • Middle and High School Youth have ongoing communication with a mentor • Middle and High School Youth set monthly goals with mentor 	<p>Youth develop sustaining skills for supportive healthy relationships.</p>
<ul style="list-style-type: none"> • Attend weekly KRUSH group during school 	<p>Children learn social and emotional skills.</p>
<ul style="list-style-type: none"> • High School Youth have ongoing communication with a mentor • High School Youth set monthly goals with mentor 	<p>Youth display the skills needed to succeed throughout life and are college, career and/or life ready.</p>
<ul style="list-style-type: none"> • Attend a weekly OMAC group 	<p>To decrease the percentage of youthful and status offenders in Franklin County.</p>
<ul style="list-style-type: none"> • Meet weekly with assigned mentor through Amachi 	<p>Elementary age kids will have an increased positive support system.</p>

02

SUSTAINABLE FUNDING

Goal: Establish financial resources to fully fund administrative and program costs.

STRATEGIES	DESIRED OUTCOMES
<ul style="list-style-type: none">• Acquire 330 sustainers to fund our general operating budget	Annual Giving Program
<ul style="list-style-type: none">• Finance Committee to create an endowment fund plan• Cultivate a \$10,000 investment by creating relationships with individuals that have the financial resources to support our mission• Create campaign to grow endowment fund	Endowment Fund
<ul style="list-style-type: none">• Secure a \$50,000 gift to become seed money for program• Create a donor network to initiate additional gifts	Major Gifts Program
<ul style="list-style-type: none">• Develop a written fundraising plan that includes 8-10 fundraisers per year• Secure sponsors for fundraisers to increase profit• Use community partnerships to grow awareness and increase success of fundraiser events	Fundraising
<ul style="list-style-type: none">• Brokerage Account• College Savings Plans for our kids• Grants and State Funding	Other Income

03

BOARD MEMBERSHIP

Goal: Maintain a diverse, energetic, and knowledgeable governing body, committed to our mission of serving children, youth, and families impacted by incarceration.

STRATEGIES

DESIRED OUTCOMES

- Helps connect foundation to necessary relationships in the community
- Organizes roles and jobs of board members
- Leads by example with regular gifting to foundation
- Intentionally creates diverse and non partisan relationships

Board Chair is a Valuable Leader

- Board members are active leaders in community
- Board members are involved in other community groups
- Board members use community resources to introduce the foundation to new relationships and sources of income

**Board Members are
Community Ambassadors**

- Board members are educated on our mission, vision and values
- Each person has a key role in foundation and has skilled knowledge of that role
- Board members are sustainers
- Board Members advocate for the foundation in a responsible way
- Board provides guidance and support to Executive Director

**Foundation Engaged
Board Members**

- Better Business Bureau Accreditation
- Board Source Member: training and development program
- Kentucky and Franklin County Chamber Member
- Kentucky Nonprofit Network Member
- Platinum GuideStar Member
- BlueGrass Community Foundation

National and Local Accreditation

04

VOLUNTEER ENGAGEMENT AND RETENTION

Goal: Activate and maintain individuals who are passionate and committed to our mission.

STRATEGIES

DESIRED OUTCOMES

- Volunteers are trained and equipped to serve children and families: inclusivity training, trauma informed training, neurodiversity training etc.
- Federal FBI Fingerprint background checks are required and monitored annually
- Kentucky Child Abuse and Neglect Checks are required and monitored annually
- Coordinator manages a database of approved volunteers and their qualifications

Volunteers provide safe and nurturing environments for our children, youth and families

- Volunteers attend foundation events with kids and families
- Volunteers are a diverse group with many interests and skills
- Volunteers are active a minimum of one time per month

Volunteers build relationships with parents and caregivers

- Volunteers serve in an area based on their personal interests
- Volunteer Coordinator position communicates regularly with volunteers
- Team building activities, social activities, appreciation events, etc.

Volunteers feel valued and connected to our organization

- Volunteers are knowledgeable of the foundation and its mission and are able to represent us within the community
- Volunteers participate in marketing events to promote foundation
- Volunteers grow our volunteer, mentor and donor contacts

Volunteers are community ambassadors

05

STRONG COMMUNITY RELATIONSHIPS

Goal: Sustain and grow collaboration with stakeholders to effectively use resources to best serve families and expand our impact.

STRATEGIES

DESIRED OUTCOMES

- Acquire sustainable funding for staff
- Evidence based programs for children, youth, parents and caregivers
- Regular monitoring of all programs for best practices

Every child and family impacted by incarceration in Franklin County has full wraparound support

- Board, staff, volunteers and mentors are community ambassadors
- Representation on community councils
- Attend community events and participate when possible
- Marketing to extend awareness beyond county lines

Foundation Awareness

- Cultivate corporate sponsorships
- Representation on community councils
- Relationships with community leaders

New Sources of Income and Resources

- Host listening sessions to gain feedback and get new ideas from donors and community partners
- Representation on community councils
- Offer support and training for educators
- Amachi of Frankfort
- Board, staff, mentors, volunteers, committees and leaders active in community
- Build nonpartisan relationships with city, county, state and federal government

Invested Community

OVERVIEW

A continuation from 2020 Strategic Plan...

Our inaugural strategic plan was monitored at 6 months, 12 months, 18 months, and expired September 2022. As we were preparing for our second round of strategic planning, a major shift occurred for our organization. In April 2022, the **Franklin County Fiscal Court** agreed to apply for a federal grant on our behalf, through the **Office of Juvenile Justice and Delinquency Prevention**. The grant was found and written primarily by Elizabeth Trebelhorn, our social work intern at the time. On the morning of September 28, 2022, we received notification that we had been awarded the **Second Chance Act: Addressing the Needs of Incarcerated Parents and Their Minor Children**, which provided funding for four full-time staff members. We were one of eight awards; seven were awarded to prison systems. We were ecstatic! That afternoon, with board members present,

Dale Robinson, Amy Snow, and one of our families testified to the **Commission on Race and Access to Opportunity**, advocating for a state-wide **KRUSH** program and **Bill of Rights for Children of the Incarcerated**. It was an amazing day, to say the least.

In October, the board met weekly to prepare for the hiring of staff. The grant funded a Director of Programs, Director of Development, Social Worker, and Amachi Match Specialist. Funding was also included for two contract parenting class instructors, for our work within **Franklin County Regional Jail**. Two staff were hired the last week of November. Office space was offered by **Kentucky Monthly Magazine**, a strong WJRF supporter. We set up operations in December. Amy Snow joined the staff full time in January, as the Director of Programs/Executive Director.

Our social worker, titled Family Transition Coordinator, was hired in April. Our women's class parenting class instructor joined us that same month; men's parenting class instructor in June. Hence, our second round of strategic planning was delayed for an additional year. The board voted to approve a five-year monitoring cycle, rather than continue with the original two-year term.

The foundation ended 2023 with a staff of 17; four full-time grant funded positions, four part-time grant funded positions, three grant funded contract positions and six foundation funded contract positions. We look forward to the next five years and what they will bring!

MONITORING + REVIEW

Adopted September 2020

Amended October 2022

Note: The Strategic Plan can be amended at any time deemed necessary by the board.

The Strategic Plan shall be reviewed by the WJRF board a minimum of two times annually. The board Executive Committee shall be responsible for maintaining a signature sheet to document each review. Each signature sheet shall be maintained electronically and in paper format.

One review shall occur six months after the approval date. The board will review and discuss the long and short term goals to ensure they remain applicable. The second review shall occur twelve months after the approval date. The Executive Director will provide an Implementation and Results Report to board members, at the twelve month review.

The board will continue to review the plan every six months to discuss progress and to ensure the goals remain applicable.

Five years from the plan approval date, a Stakeholder Assessment shall occur and the entire plan updated.

A Stakeholder Assessment shall occur at the beginning of each new plan. A board ad hoc committee shall discuss and prepare surveys for the board to approve. Once approved, the assessment shall be dispersed publicly for a minimum of two weeks. All survey data and comments will be shared with the board. Additionally, the board shall engage in an open discussion about the overall vision and goals for the foundation.

Record Keeping: The Executive Director shall ensure that program and staff records will be maintained for the purpose of the Implementation and Results Report. As WJRF continues to grow, the board shall discuss and determine specific record keeping recommendations.

BOARD AUTHORIZATION

We, the Wanda Joyce Robinson Foundation Board of Directors, approve the content and action plans described in this Strategic Plan. This plan was approved by board in December 2023.

Signed by:



Todd Horstmeyer

Board Chair

BOARD OF DIRECTORS

Todd Horstmeyer
Board Chair

Tuesday Lemon
Vice Chair

Shannon Woodard Bright
Secretary

Jonathan Scott
Member at Large

Dustin Bowman
Member at Large

Shelley Hearn
Member at Large