



WANDA JOYCE ROBINSON FOUNDATION

2020-2022 Strategic Plan



CORE FOCUS AREAS

mission

It is the Mission of the **Wanda Joyce Robinson Foundation** to provide mentorship and resources to children, youth, and families impacted by incarceration.

vision

It is the Vision of the **Wanda Joyce Robinson Foundation** to end the cycle of incarceration by providing the children and youth that we serve with a path of hope and a vision of a successful future.

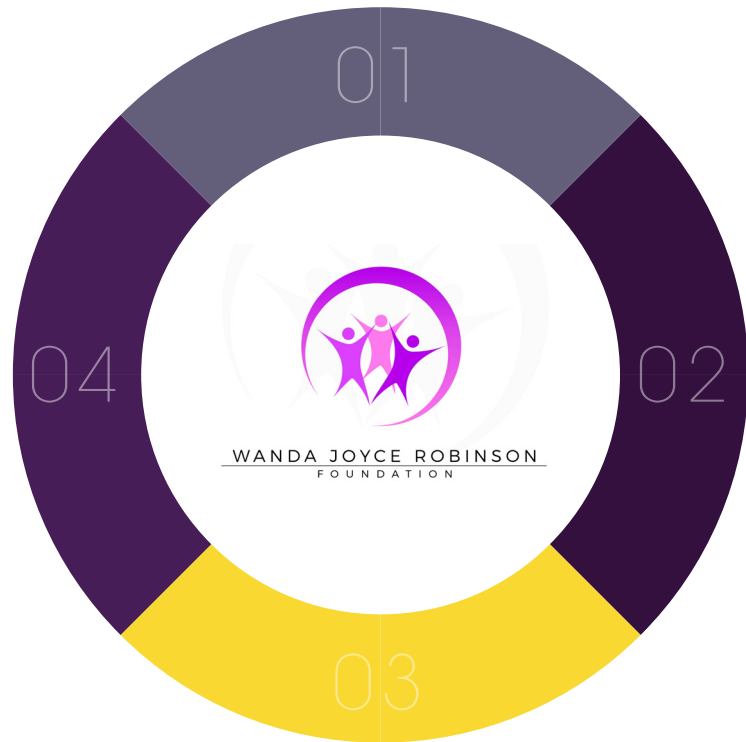
we believe:

In **protecting** children and youth from experiencing ongoing disadvantages due to the incarceration of their family members.

In **providing** inspiration, encouragement, and support to each child and youth we encounter.

In the **power** of redemption, restoration, and resilience of children and families.

In **providing** a comfort zone for our children and youth to fully express themselves without fear of judgement.



The **Wanda Joyce Robinson Foundation** has formed strong partnerships with organizations and institutions throughout the Commonwealth of Kentucky. WJRF will continue to work with partners to develop improved outreach to Franklin County and surrounding communities. WJRF will continue to assess the needs of our families and community, as well as opportunities for betterment.

01 The Foundation Board

Diverse + Robust Membership; Sustainable Funding; Transparency + Best Practice

02 Personnel and Volunteers

Grant funding, Appreciation, Mentorship

03 Strong Community Partnerships

Marketing, Fundraising, Collaboration, Sustaining Relationships

04 Operations

Educate, Connect, Prevent



GOALS SUMMARY



01 The Foundation Board

- Knowledgeable professionals and representatives of the families we serve
- Sustainable funding development strategies
- Training and policy development
- National Guide Star profile and Seal of Transparency



02 Personnel and Volunteers

- Full time staff including social workers; Amachi Program Coordinator; KRUSH Program Coordinator
- Training, ongoing support and appreciation of volunteers
- Fundraising events that celebrate our mission and community



03 Strong Community Partnerships

- Brand awareness and availability to provide ongoing resources and support throughout Kentucky.
- Vibrant Relationships with peer organizations
- Ongoing collaboration with civic, government and faith-based organizations



04 Operations

- KRUSH curriculum training state-wide and beyond
- Social and Emotional development for children and youth
- Caregiver Support
- Family Connectedness and Resilience
- Adam Hyatt Memorial Scholarship
- Amachi of Frankfort mentoring program
- Concrete support in times of need



Board Approved: October 10, 2020

Prepared by: Amy Nance Snow



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OVERVIEW

The Wanda Joyce Robinson Foundation was founded October, 2018, by Dale Robinson, Amy Snow, and Krista Hudson. Dale Robinson, a former felon, had the vision to create a nonprofit that would provide support and mentorship to children of the incarcerated. Dale served ten years in federal prison, leaving his two sons to the care of their mothers. To date, his oldest son has graduated college and his youngest son is currently a collegiate athlete. Dale credits the wraparound support system of school teachers, coaches, extended family, and mentors, as a significant factor for his sons' current success. Without positive role models and caring adults, Dale believes his sons may have followed in his footsteps, of drugs and crime, during their adolescence years. Dale envisioned naming the organization after his late mother, Wanda Joyce Robinson, as a way to honor her. The Wanda Joyce Robinson Foundation epitomizes a mother's unconditional love and hope for her children...that along life's journey, our sons and daughters learn to love, forgive, believe, and overcome.

The foundation partners with schools, community agencies, and other non-profits to provide resources and services to children and families. WJRF has the unique capacity to "fill in the gaps" that macro-level

services unintentionally create. WJRF represents "family", as in total community- felon, child/youth, law enforcement, correctional system, school, mental health, government, and business. Within this family, WJRF provides mentorship for both prisoner and child; support to parents and caregivers; and connection to COMMUNITY. We believe in a holistic approach to breaking the generational cycle of incarceration. This is achieved through the commitment and dedication of the foundation volunteers and board of directors.

Children impacted by incarceration- Why is this issue so important? Children of the incarcerated are more likely to experience mental health issues; substance use disorder; trauma; live in poverty; dropout from high school; are vulnerable to abuse and neglect; and are more likely to become incarcerated themselves. These issues grossly impact our community, as well as the economy. Research indicates that the human potential loss due to the achievement gap in school is equal to a national recession. Our young adults are not prepared for adulthood because children can not be educated when their most basic needs are not met.

The statistics are shocking for Kentucky. According to the Annie Casey Foundation, Kentucky's incarceration



rate is more than double the national average. That number represents 145,000 Kentucky children. As a result, Kentucky leads the nation in the number of children living with relatives. This number does not include the more than 9,000 Kentucky children in our state foster care system. Kentucky also has the second highest female incarceration rate in the country. Families are desperate. The impact on our community is devastating. The Wanda Joyce Robinson Foundation's board believes that as a community we are called to do something about it. While parental incarceration is a "shared sentence" in terms of its impact on children, it most certainly does not have to be a generational sentence.

ORGANIZATIONAL DESCRIPTION + HISTORY

After inception, WJRF board members and volunteers began meeting with children and families, one month later, in November 2018. A large group inaugural event was held at Dale Robinson's gym, GURU gym, in Frankfort, Kentucky. Over 70 families and volunteers attended. In December, over 40 children were sponsored by individuals for Christmas. In January, we invited families to the bowling alley for a "Super-Bowl" event. Also in January, Dale Robinson and volunteers began meeting with children bi-monthly, at The Kings Center, a local community center in South Frankfort. This is Dale's childhood neighborhood and also an area greatly impacted by incarceration. Dale and volunteers began meeting twice a month with 100% of the children in attendance. (This continued the entire year of 2019.) In February, Capital City Christian Church hosted our families for a Valentine's dinner.

By March, the board began defining our "programming". Family Fellowship, became a quarterly large group event held in March, June, September, and December. Food and fellowship among one another is the total purpose. Children and youth birthdays are celebrated during the event. Each child/youth receives a book and candy. Also, during the spring, we began to sponsor children in extracurricular activities. (In 2019, 54 children were sponsored in some type of activity- sports, dance, gymnastics, martial arts, summer camps, etc.)

May 2019, we held our first contact visitation, at the Franklin County Regional Jail, with incarcerated mothers and their children. WJRF provided pizza,

games, books, and the opportunity to take a family picture. WJRF board members connected with caregivers, to inform them about the foundation. This was repeated, in June, for Father's Day. Sixteen families, including 27 children participated in visitation. WJRF began providing other supports for visitation, including paying the cost of travel for families to state facilities, as well as a federal prison in North Carolina. This was further expanded when Global Tel Link Corporation offered free video visitation for WJRF families. Volunteers met with children and caregivers, weekly, to provide free video visitation. Also in May, we held our inaugural Gala fundraising event at the Frankfort Country Club. Greater Giving software was utilized for auction sales. A third party audit was conducted of this event. Financial transparency was shared in our 2019 annual report. In June, we connected with KRUSH LLC to provide training to educators in Frankfort/Franklin County. Kids Rising Up through Support and Healing, is a K-12th grade curriculum designed by Jalina Wheeler and Kristi Whitaker of Greenup County, Kentucky. Both educators, they saw a need for students impacted by incarceration, to have a social emotional support group. Jalina and Krista traveled to Frankfort in July, to train 39 educators, paid for by WJRF.

July 2019, a monthly support group for caregivers, Second Thursdays, was offered to our families. Led by a licensed clinical counselor, who volunteers her time to champion our cause, caregivers of children impacted by incarcerated meet monthly, at the Bluegrass Care Navigators office. WJRF volunteers provide childcare and dinner during the adult session.

Also in July, board members initiated an Americorps VISTA application with the goal of having a contracted individual to assist with capacity building. Our VISTA was hired by the end of the month and quickly began researching the Amachi model of mentoring, which is a national program specifically designed for children of the incarcerated. Our VISTA began learning directly under the supervision of Amachi of Central Kentucky, located in Lexington. Amachi corporate gave their blessing for the WJRF to begin Amachi of Frankfort. Our VISTA began the task of developing a guidebook for continued implementation by a future program coordinator. (We also established office space in The Kings Center.)

In August, our board had tremendous growth. We

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wanted the “right people” to have a seat at the table to tackle the complex issue of “serving children and youth impacted by incarceration”. Our board re-structured to include the following members: law enforcement, juvenile justice, social services, both public and independent schools, Kentucky State University, mental health, business, government, faith-based, a Kings Center representative, and representatives from the families we serve including a (continued) youth rep; young adult rep; parent/caregiver rep; and prisoner/parent rep. Our board expanded to 26 members, including an executive committee and ex-officio positions.

An “area of concern” was identified for our high school age youth. Fall 2018, we facilitated a career field trip to Toyota, for over 30 youth identified by our high schools. Spring of 2019, WJRF hosted an ACT/FAFSA workshop for graduating seniors in need of support. The board developed the Wanda Joyce Robinson Foundation scholarship for graduating seniors enrolling in secondary education and who are impacted by incarceration. One senior was awarded a \$500 scholarship. In June, this scholarship was renamed the Adam Hyatt Memorial Scholarship. Adam Hyatt was a social studies teacher at Franklin County High School and supported WJRF from day one. (He attended our initial community meeting at the library, in October 2018. Adam also volunteered as a host during our Father’s Day contact visitation at FCRJ.) October 2019, WJRF hosted another field trip to The Paul Mitchell School, who offered scholarships to any of our graduating seniors who wished to attend.

Our high school outreach was not further developed due to lack of staff to tackle the magnitude of this issue- over 120 students were identified as being impacted by incarceration in one high school alone. Dale and wife, Taylor Robinson, began meeting monthly with this group of 120+, in January 2020. This occurred until March, when Covid social distancing measures began. In May, we awarded two graduating seniors and also renewed our first awardee, (who earned a 4.0GPA his first year at Eastern Kentucky University), \$1000 scholarships.

During the fall, a Masters of Social Work volunteer became our front line contact with families. As referrals are made, this volunteer calls each family to discuss WJRF programs and ways we can be of support to them.

In October, after fall break, three pilot schools began KRUSH groups, serving 52 students weekly. WJRF provided \$300 stipends to each school to utilize for supplies/field trips. We also hosted a second KRUSH training in October, with Jalina and Kristi. An additional 16 educators were trained in Frankfort.

Additionally, in October 2019, we contracted with Gerald “Geo” Gibson, founder of Operation Making A Change to lead a weekly group for youth at risk of being involved in the criminal justice system. 21 high school youth participated in this 12-week program.

We ended the year in December, with the implementation of a new program- A Familiar



Voice, a literacy initiative that was founded by two board members. Through a partnership with Paul Sawyer Public Library, prisoner parents are given the opportunity to choose a brand new children's book and record themselves reading the book. A board member mails the book, recording, and a bookmark to children, each month. In December, 18 children received a book and recording. WJRF also provided over 200 wrapped presents for children who attended the Kentucky State University and Kiwanis Christmas party. We celebrated the Christmas spirit with an AWESOME party, coordinated by our VISTA, which included a nice dinner; crafts and activities led by volunteers; and pictures and singing with Santa and Mrs. Clause. Over 100 of our kids and caregivers attended.

January 2020 continued with momentum. We officially partnered with KRUSH LLC to provide KRUSH training statewide and beyond. To date, over 400 educators across Kentucky and surrounding states, (Ohio and Tennessee), have been trained. We also purchased Innovative Mentoring Solutions software, to create a database of all our children. (Data was entered from all the sign-in sheets we've kept from each event.) This database was linked to our website, so that when a new child/youth referral is made, information is directly inputted. (Referrals were previously received online through our Facebook messenger, from prisoner/parents at FCRJ, as well as through our general email address by parents/caregivers, school and social service staff. In 2019, 285 children connected with WJRF.

In June, as an alternative to our originally planned 5-day summer KRUSH camp, we provided a Camp In a Box experience for 50 students, which included two virtual videos each day, during camp week. Five additional schools committed to implementing a KRUSH group, fall of 2020.

Since Covid restrictions began in March 2020, our board has continued to meet virtually every month. (Our previous in-person meetings were held at the Franklin County Sheriff's Office.) Board committees have been established and meet regularly to focus on specific areas of WJRF. We have connected with a grant writer and are seeking funding for full-time staff positions including social worker(s), an Amachi program coordinator, a KRUSH program coordinator, and an administrative position. We have achieved our Silver Seal of Transparency on GuideStar and have also established a profile with the Bluegrass Community Foundation. We have connected with United Way of the Bluegrass, to become an agency partner. The Wanda Joyce Robinson Foundation board is hopeful that we can accomplish the task of securing funding and hiring our first staff position in 2021. Hence, we are dedicated to the development of our first strategic plan and pursuing the gold and platinum GuideStar seals.

For further information, please visit our website, www.wjrfoundation.org, or Facebook page, Wanda Joyce Robinson Foundation.

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In providing inspiration, encouragement, and support to each child and youth we encounter.

In the power of redemption, restoration, and resilience of children and families.

In providing a comfort zone for our children and youth to fully express themselves without fear of judgement.

Executive Summary

As I am writing this, it is exactly two years to the month that I met Dale Robinson at a Starbucks table to discuss an idea that he had- to help children of the incarcerated, just as supportive adults had provided guidance and mentorship to his sons during his own incarceration. As I look back over the past twenty-four months, it amazes me to see how this “seed of an idea” has grown and flourished.

Twenty-five individuals have joined us on this mission. They come from all walks of life and backgrounds to create a diverse and robust board of directors. Law enforcement and felon; successful business owner and school teacher; social worker and caretaker; volunteer and youth- all have a seat at the table, co-leading the direction of the Wanda Joyce Robinson Foundation.

In 2019, our data was incredible. 285+ children and youth served; a wide range of programming that included numerous community partnerships; the launch of a state-wide training for educators; and capacity building with our Americorps VISTA.

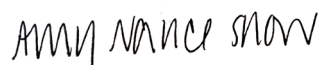
In the first half of 2020, we positioned ourselves to secure funding for staff. We have achieved our Silver Star of Transparency with GuideStar, a nationally recognized clearinghouse for nonprofits. We are registered with the Bluegrass Community Foundation. We have connected with the United Way of the Bluegrass and United Way of Northeastern Kentucky to become an agency partner.

We envision the Wanda Joyce Robinson Foundation as a premiere non-profit serving thousands of children and youth throughout Kentucky and beyond. We anticipate securing funding for staff positions in 2021. Our vision is to hire a full time social worker(s), an Amachi program coordinator, and a KRUSH program coordinator. Our Adam Hyatt Memorial Scholarship committee is currently exploring ways to further develop the support we provide to our young adults. Our partnership with KRUSH, LLC, encompasses training for educators, nationally.

Our mission to serve children and youth impacted by incarceration is pure and steadfast. We are willing to do whatever it takes to break the cycle of generational incarceration and to provide a path of hope and a vision of a successful future for the families we serve.

We honor the late Wanda Joyce Robinson, as our foundation epitomizes a mother’s unconditional love and hope for her children...that along life’s journey, our sons and daughters learn to love, forgive, believe, and overcome.

Come join us.



Amy Nance Snow
WJRF Co-Founder and President

Board Authorization + Member Listing

EX-OFFICIO MEMBERS

- Dale Robinson**
Co-Founder and Robinson Family Representative
- Taylor Robinson**
Robinson Family Representative
- Wil Rhodes**
Kings Center Representative
- Aevion Jones**
Young Adult Representative
- Kaydence Baxter**
Youth Representative
- Lauren Brown**
WJRF Volunteer Representative

GENERAL BOARD

- Dustin Bowman**
Frankfort Police Department
- Gregg Muravchick**
Law Enforcement
- Issa Wright**
Administrative Office of the Courts
- Kevin Hocker**
Department of Juvenile Justice
- Bailey Slucher**
Paul Sawyer Public Library
- Meagan Morrow**
Franklin County Schools
- Debbie Moore**
Franklin County Schools
- Krystal Conway-Cunningham**
Frankfort Independent Schools
- Tisa Conway-Cunningham**
Frankfort Independent Schools
- Mitzi Geveden**
Department of Community Based Services
- Shelley Hearn**
Department of Community Based Services
- LaQuida Smith**
Kentucky State University
- Kalissa Yates**
Kentucky State University
- Kim Beers**
Franklin County Schools
- Ashley Mulder**
Franklin County Regional Jail
- Margaret O'Donnell**
Attorney at Law
- Dinah Walker**
National Minority Family Development



We, the Wanda Joyce Robinson Foundation Board of Directors, approve the content and action plans described in this, (our inaugural), Strategic Plan document, this tenth day of October, 2020.

The approval of this plan is reflected in the minutes of the October 10, 2020, board meeting. Signed by our Executive Committee:

Amy Nance Snow 10/10/20
Amy Nance Snow
Co-Founder and President

Rebecca Redding 10-10-20
Rebecca Redding
Secretary

Whitney Jennels 10/10/2020
Whitney Jennels
Vice President

Jonathan Scott 10/10/20
Jonathan Scott
Treasurer



STAKEHOLDER SURVEY

The stakeholder assessment was developed by an ad hoc board committee under the guidance of board member, LaQuida Smith, of Kentucky State University. Professor Smith's area of focus is statistical analysis and psychology. Her background in research development provided the expertise needed to ensure a quantitative method in data gathering.

Since this is our first ever strategic plan, the group concluded that we wanted to provide a short, easy to read survey for the purpose of understanding how people connect with WJRF and how they want to be involved. The group also determined that a survey should be sent to individuals who had made financial contributions. In future planning, it was discussed that during events, (in person and virtual), families and youth would be asked to participate in a short assessment at the end of each program and/or activity to determine needs as well as the effectiveness of the program.

Two surveys were created. The first, a general

stakeholder assessment for all involved including board members, families, collaborative partners, peer organizations, and the general public. A second survey was created for individuals who financially donated to WJRF.

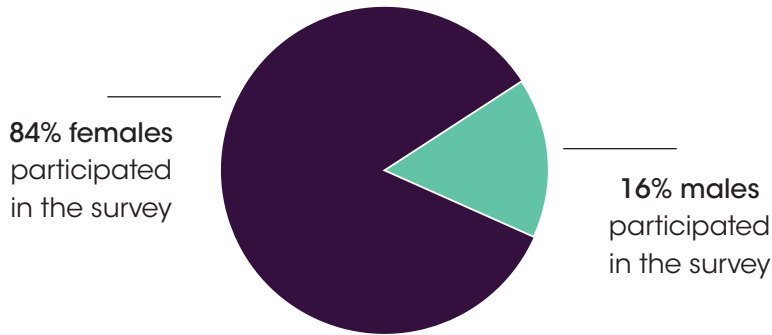
Board secretary, Rebecca Redding, created an online version of the surveys. The general stakeholder questionnaire was posted on our Facebook page and emailed to our distribution list, of over 500 individuals. The donor questionnaire was emailed directly to individuals who have financially supported WJRF.

The surveys were "live" for 14 days, August 18, 2020 - September 1, 2020. A total of 102 responses were received for the general stakeholder assessment; 5 responses were received for the donor assessment. We speculate that several of our donors participated in the general assessment and thus did not participate in the donor survey. For future planning, we will conduct a donor survey at the end of our fiscal year, (which follows a calendar year).

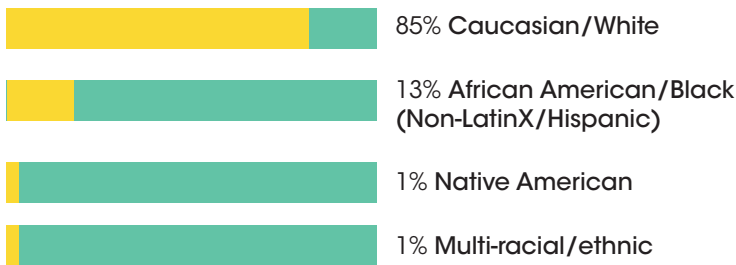


Are you a member of the Franklin County/Frankfort Community?

83% Yes 17% No

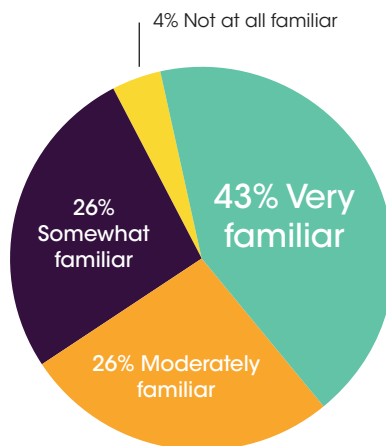


Race and Ethnicity:



0% LatinX or Hispanic, Asian, Native Hawaiian or Pacific Islander;
0% Other/Unknown, Prefer not to say

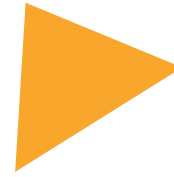
How familiar are you with the Wanda Joyce Robinson Foundation (WJRF)?



How likely are you to recommend WJRF to someone you know?

67% Extremely likely 17% Very likely

9% Moderately likely; 5% Slightly likely; 3% Not at all likely



How did you hear about WJRF?

71% Word of Mouth

- 21.6% Social Media Platform (Facebook, Twitter, Instagram, etc.)
- 5% Other
- 2% Advertising
- 1% Radio; TV; Print (Newspaper, Magazine, etc.)
- 0% Search engine (Google)



Would you be interested in being a volunteer for our organization?

63% Yes 37% No



Which is your preferred method of hearing about our organization?

- 4% Phone
- 1% Mail
- 46% Email
- 36% Social media
- 7% Text message
- 2% Website
- 4% Other

How often you want to hear from WJRF about program activities?

- 30% Once a week or more
- 48% Once a month
- 13% A few times a year
- 9% Other



STAKEHOLDER SURVEY

“Keep up the awesome work you are doing! The impact you are making is huge.”

Additional comments and questions

I could volunteer when my schedule Permits.

Keep up the good work

I just want to thank WJRF for all you do for the kids on this community. It is GREATLY appreciated!

I signed up to volunteer but wasn't called on to help.

I have students who might be interested in volunteering

I love what this foundation has already done for our community and I can't wait to see what the future holds!

Already volunteering with Second Thursday. Hope we can safely get back to this soon

How will WJRF offer kids/families programs during this COVID19 season? Do WJRF families need any specific donations during this COVID19 time?

Keep up the great work and holler if Capital City Christian can help

Not at this time.

Covid 19 limits my ability to do much in person due to household risk factors, but I'd be happy to help with things I could do in isolation.

I am glad to help in any way I can.

The work you do is needed. Thank you

Great program.

How can I help?

I would be interested in learning more about the organization before committing to volunteer.

It's a great program

I'm so proud of this organization

I am interested in volunteering once I complete school in May 2021

I think it's great families have an organization like yours to receive the support and advocacy they need.

The only way I am familiar with the foundation is from hearing it as a sponsor on NPR.

For now, I can only continue with monthly financial support. At some point in the future I would like to volunteer. And I have a friend who would like to as well. But I have a lot on my plate at this time.

I have participated in Prison Ministry for 2 1/2 years. I see the importance of ministering to their children to hopefully prevent incarceration of them later.

I have requested to be a volunteer multiple times and have never been contacted.

Thank you for what you do!

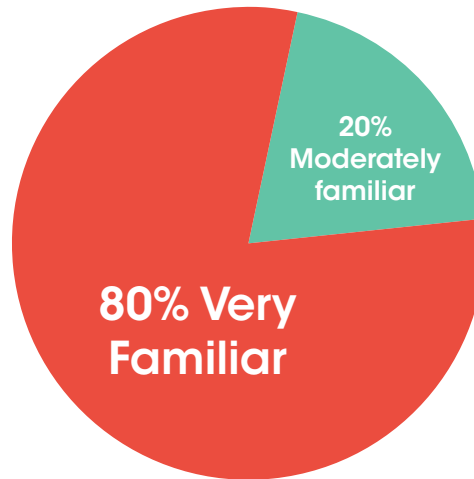


DONOR ASSESSMENT RESULTS

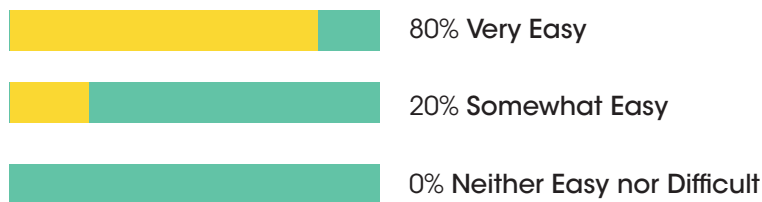
How likely are you to donate to WJRF again?

▶ **100% Extremely likely**

How familiar are you with the Wanda Joyce Robinson Foundation, (WJRF)?



How easy or difficult was the process of donating to WJRF?



How well does WJRF recognize donors for their contributions?

40% Extremely well; 40% Very well

20% Moderately well; 0% Slightly well/Not at all well

How you would like for our organization to recognize your donation?

60% Other

COMMENT: I don't need recognition; Not necessary.

40% Thank you letter

0% Phone call; Plaque; Public recognition

Tell us in your own words why you chose to donate to WJRF:

"Believe in the cause"

"Kids!"

"I believe it is a worthwhile endeavor, impacting many young lives."

"I truly believe that providing support for children and young people helps to prevent problems that may be more difficult to solve as they grow older. This foundation also brings together the great people of our community."



How did you hear about WJRF?

80% Word of Mouth

20% Other

0% Advertising/Social Media (Facebook, Twitter, Instagram, etc.)

0% Radio; TV; Print (Newspaper, Magazine, etc.)

0% Search engine (Google)

Which is your preferred method of hearing about our organization?

60% Email

40% Social media

0% Phone; Mail; Text

Message; Website; Other

▶ Please tell us how often you want to hear from WJRF about opportunities to donate.

40% Once a week or more

60% Once a month

0% A few times a year

0% Other

SWOT Assessment

Strengths

One of Wanda Joyce Robinson Foundation's greatest strengths is our board. We are a diverse group of individuals composed of men and women of all socio-economic backgrounds, races, and sexual orientation. We are professionals in the career fields of law enforcement, social services, public and independent schools, mental health, juvenile justice, and courthouse personnel. Perhaps most importantly, we have representatives from the children and families we serve.

Our co-founder, Dale Robinson, is a former felon and parent, who can relate with the incarcerated fathers and mothers we encounter. This is an intangible asset when building relationships and trust among the families we serve. Dale is also a sought-after motivational speaker, who has gained a national platform, spotlighting WJRF.

We are embedded in our community. We do not envision brick and mortar costs. Our office space is in The Kings Center. We use community meeting areas including the Paul Sawyer Public Library, Bluegrass Care Navigators, Thorn Hill Learning Center, Juniper Hills, Josephine Sculpture Park, The Foundry, Capital Bowl; and EveryDay Matters office; to meet with our children and families. We have relationships with Franklin County Schools, Frankfort Independent Schools, Franklin County Department of Community Based Services; Frankfort Police Department; and Franklin County Sheriff's Office.

Peer organizations including Franklin County Agency for Substance Abuse Treatment, YES Arts, The Pavilion Foundation, The Sunshine Center, Bluegrass Care Navigators, The Kings Center, and Amachi of Central Kentucky have provided ongoing support to us. Civic organizations including the Kiwanis Club and a variety of churches have reached out to us, hosting us as guest speakers for their programs and reciprocally, have volunteered at our events. Capital Court Authority provides a monthly financial contribution that directly funds our extracurricular sponsorships. We have partnerships with Frankfort Martial Arts, Frankfort Parks and Recreation, Prototype Athletics, Capital City Dance, and GEMCats to provide extracurricular activities for our children.

We are tremendously thankful for our partnership with the Franklin County Regional Jail. They have welcomed our involvement and support of the incarcerated. FCRJ staff want to create innovative programs with us, to better serve children impacted by incarceration. Jail staff goes above and beyond and volunteers at our events, giving them an introspective look at the entire family- prisoner, child, and caregiver.

We have accounting software, Quickbooks Intuit, to manage our finances. We have a certified public accountant, Harrod and Associates. We utilize the Greater Giving software for our auction sales. We have a finance committee and board approved policies to oversee our financial assets.

Our Innovative Mentoring Solutions software allows us to keep a database of all the children and families we serve. We are able to run reports and see data on our kids. We are able to keep case notes. We can also communicate directly through a text messaging system as well as email through our software.

Our marketing materials, including our website, are professionally created and maintained by our board secretary, who is experienced in this field.

Many of our volunteers have a personal connection to our cause. One of our young adult volunteers is a Kentucky pageant contestant whose platform is parental incarceration. Her father was incarcerated during her school age years. Our board mental health representative is a clinical therapist who is 27 years sober and was an incarcerated mother. A board member social worker oversees our Amachi mentoring program. A masters level social worker is our direct contact to families, when children and youth are referred. A licensed clinical counselor leads our monthly caregiver support group.

The board is governed by a set of by-laws, that have been reviewed by our board attorney, Zachary Horn. Our by-laws include a clause deeming Amachi of Central Kentucky the beneficiary of all WJRF assets, in the event of dissolution. Amachi is a national mentoring program specifically designed for children of the incarcerated.





Weaknesses

Rapid growth has exceeded the foundation's structure. We need permanent staff. Our families have overwhelming needs. Our growth to resource ratio is not balanced. Board members and volunteers are managing a plethora of programs. While this is incredible and a host of good work is being done, it is not manageable long-term and will also stifle program development. We have 285+ children and youth who can benefit from what we have to offer! KRUSH is a statewide, sought after program, that is gaining national recognition. We have mentors and mentees that need ongoing supervision, from an Amachi program coordinator. The foundation must secure permanent, skilled staff.

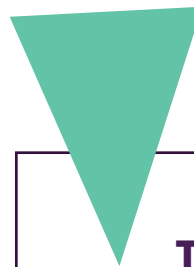
Our board has identified the need to evaluate the foundation's current programming. Our goal is to provide programs and resources that (1) are identified as a need by the families we serve and (2) are supported by empirical evidence. We know that data is key and as such, are placing a priority on data gathering. Evaluations will be developed and implemented to support everything we do as a foundation. A Kentucky State University professor serves on our board. Her background is statistics and research. She will consult and guide us through best practices of evaluating our programs.

Our board is committed to holding one another accountable to esteemed ethical standards. While we have approved board policies in the areas of finance, confidentiality, conflict of interest, and monitoring, we see a need to establish policies holding our executive committee, general board, and key volunteers accountable for their leadership role with the foundation. A system of checks and balances will ensure that essential functions such as our google drive, paypal, mailbox key, storage unit keys, Facebook accounts, etc. shall be protected.



Opportunities

COVID-19 has revealed opportunities to us. We would like to expand our programming to include a virtual format. We recently discussed a financial literacy class for our youth. We would like to pursue that endeavor as our youth are settling into e-school.



Threats

A healthy relationship with Franklin County Regional Jail is imperative to the foundation's work with Franklin County incarcerated parents including referrals, contact visitation, and A Familiar Voice programs. The WJRF board and future staff will need to ensure ongoing communication and collaboration is maintained with the jailer and staff.

Our board has discussed the importance of transparency in all that we do as a foundation. Clear and direct communication will be available, in multiple media formats, to the general public. Fiscal transparency will be made available in our annual report as well as ongoingly to stakeholders.



SMART

Strategic Plan with SMART Goals

SMART goals are: Specific, Measurable, Achievable, Realistic, and Time-Based.

Plan Format: Objective; Long-Term Goal; Short-Term Goals; Timeline; Desired Outcome; Implementation and Results.

OBJECTIVE 1: SUSTAINABLE FUNDING

Long-Term Goal: WJRF will establish sustainable funding development strategies.

Short-Term Goals

- The board will seek a funding development professional to be included in board membership.
- The board will explore corporate sponsorship opportunities and cultivate potential donor relationships.
- The executive committee will explore the Green Light donor software system.
- Board members will receive training on sustainable funding.

Timeline

One calendar year, aligned to WJRF fiscal year, January 2020 - December 2020.

Desired Outcome

WJRF will establish monetary funding to fully fund the

foundation's staff, program expenses, and scholarship program.

Implementation and Results

TBD

maintained.

Timeline: One calendar year, aligned to WJRF fiscal year, January 2020 - December 2020.

Desired Outcome: WJRF will secure grants to hire full-time staff.

OBJECTIVE 2: GRANT FUNDING

Long-Term Goal: Grant funds will be utilized to hire a social worker full-time position(s), a KRUSH coordinator full-time position, and an Amachi program coordinator full time position.

Short-Term Goals:

- A grant committee will review grant opportunities.
- The committee will work with a grant writer to complete grant applications.
- Guide Star profile will maintain a silver seal and above.
- The Bluegrass Community Foundation profile will be

Implementation and Results:

- Guide Star profile was created and Silver Seal status obtained August, 2020.
- Bluegrass Community Foundation profile was approved in August, 2020.
- WJRF has secured a grant writer, with an extensive background in grant writing.
- A grant committee was formed September, 2020.
- Grant writer has provided the grant committee with a list of opportunities to review.



OBJECTIVE 3: PERSONNEL

Long-Term Goal: WJRF programs will be led by full-time staff invested in the children, youth, and families we serve.

Short-Term Goals:

- Board to create an ad hoc personnel committee.
- Committee will develop job descriptions for board approval.
- The committee will gather information regarding direct pay health insurance providers.
- The committee will explore potential city/county benefit contracts.

Timeline: To begin upon strategic plan approval.

Desired Outcome: WJRF will have full time staff positions including: 1+ social worker(s) who work directly out of the Franklin County Regional Jail and/or Frankfort Police Department; an Amachi program coordinator; a KRUSH program coordinator; and a full or part time administrative position.

Implementation and Results:

- Board president met with city human resources to discuss the possibility of a contract position funded by WJRF. In return, the city would provide health insurance and benefits
- Board president presented information to the City Commission, March 2020. The county judge executive attended this meeting.
- Board president met with FCRJ jailer to discuss the potential placement of a WJRF social worker, working out of jail.

OBJECTIVE 4: FUNDRAISING

Long-Term Goal: An established,

annual fundraiser(s) will be developed so that it can grow year to year with long-term community support.

Short-Term Goals:

- The fundraising committee will draft a fundraising plan, including annual and ongoing fundraising events.
- Board members will participate in fundraising events.
- The fundraising committee and vice president will develop a plan to show individuals our appreciation for their donation.
- The fundraising committee and board secretary will develop a communication plan to inform donors and the general public how contributions were utilized to support our mission.

Timeline: One calendar year, aligned to WJRF fiscal year, January 2020 - December 2020.

Desired Outcome: WJRF will develop fundraising events that celebrate our mission and achievements as a community.

Implementation and Results:

- Fundraising committee meets monthly prior to board meetings.
- Online auction fundraisers are scheduled November 2020, with four occurring prior to (this plan), October 2020.
- Gala is scheduled for April 17, 2021, at the Capital Plaza Hotel.
- Created the Bluegrass Community Foundation profile, (August 2020), and registered for the Good Giving Challenge, held December 2020.

OBJECTIVE 5: BOARD MEMBERSHIP

Long-Term Goal: WJRF board members will maintain a vigilant and relentless commitment to our

mission, to serve children and youth impacted by incarceration.

Short-Term Goals:

- Board members will attend monthly meetings.
- Board members will participate in a minimum of one ad hoc committee OR volunteer ongoingly in programming.
- Board members will participate in fundraising events.
- Board members will offer their area of expertise and talent to further the mission of WJRF.

Timeline: Ongoing

Desired Outcome: The WJRF board of directors will be a vibrant, energetic, knowledgeable, and efficient body of individuals committed to serving children and youth impacted by incarceration.

Implementation and Results:

- Executive committee positions are filled.
- The structure of the board has been established.
- Ad hoc committees exist and are active. Each committee has a job description, outlining tasks.
- Several board members volunteer ongoingly for programs.

OBJECTIVE 6: MARKETING

Long-Term Goal: WJRF will achieve a statewide presence, brand awareness and availability to provide ongoing resources and support throughout Kentucky.

Short-Term Goals:

- Creation and implementation of marketing videos for Gala and other events, social media and website for awareness campaign

- Continue to maintain a healthy community presence, work with other community groups and maintain a good standing in our community known for positive engagement, good management of resources and a mission-minded organization
- Reach 5K Facebook followers
- Brand Amachi of Frankfort to be a part of WJRF cohesively and get the name out to our community
- Send regularly scheduled text messages to WJRF families with consistent branding, messaging and available resources

Timeline: One calendar year, aligned to WJRF fiscal year, January 2020 - December 2020.

Desired Outcome: WJRF will be recognized state-wide and beyond, as a premiere non-profit organization, serving children of the incarcerated.

Implementation and Results:

- WJRF has a website that is maintained by our board secretary.
- WJRF has an active Facebook account; 3,716 page likes.
- WJRF has a rack card that is available to the public, in the lobby of the Franklin County Regional Jail. The rack card is distributed to schools and the community at large.
- WJRF produced a 2019 annual report highlighting our accomplishments. This was mailed to our donors and given out to school, community, and city/county government leaders.

OBJECTIVE 7: VOLUNTEERS

Long-Term Goal: WJRF will have an enthusiastic, supportive team of volunteers who are invested in WJRF programs and initiatives.

Short-Term Goals:

- WJRF will maintain a database of approved volunteers.
- Background checks and CA/N checks will be conducted for all volunteers supervising children/youth.
- WJRF board will review and/or modify the approved Volunteer Policy as needed.
- WJRF will develop an appreciation plan for volunteers.
- WJRF will provide training including confidentiality, abuse/neglect reporting, as well as a general overview for volunteers.

Timeline: One calendar year, aligned to WJRF fiscal year, January 2020 - December 2020.

Desired Outcome: WJRF volunteers will feel valued and connected. Volunteers will be trained and equipped to work with children and youth.

Implementation and Results:

- Americorps VISTA has established a system of record keeping of volunteer files.
- Capital City Christian Church conducts background checks, (\$7.50 paid by volunteer).
- CA/N checks are completed online.
- A volunteer packet has been created and is available on our website.
- A volunteer board policy has been created and approved.

OBJECTIVE 8: OPERATIONAL PROGRAMS

EDUCATE KRUSH Frankfort / Franklin County Programs

Program Description: KRUSH

is a K-12th grade curriculum designed for students impacted by incarceration, developed by Jalina Wheeler and Kristi Whitaker, KRUSH LLC. This school-based program is led by teachers and other school staff and meets weekly, (in person or virtually). Collins Lane Elementary, Hearn Elementary, and Elkhorn Middle School began KRUSH programs October 2019. Frankfort Independent, Elkhorn Elementary, and Bondurant Middle plan to begin KRUSH groups during the 2020/2021 school year.

Long-Term Goal: Franklin County Schools and Frankfort Independent Schools will offer KRUSH groups in every elementary, middle, and high school.

Short-Term Goals:

- Amy Snow will maintain contact with all KRUSH group coordinators.
- KRUSH coordinators will be connected through the KRUSH LLC Facebook page and receive up to date resources.
- Amy Snow will meet with school staff at schools with no KRUSH group, to discuss training and implementation.
- WJRF will continue to provide a financial stipend to each KRUSH group, during the school year, to be used for any identified needs and/or field trips.

Timeline: One calendar year, aligned to WJRF fiscal year, January 2020 - December 2020.

Desired Outcome: Students impacted by incarceration are often transient, moving from place to place, (mostly due to having to move in with extended family and/or poverty issues). Our goal is that students can be a part of a KRUSH family, regardless of what school they attend, and receive ongoing social emotional support.



Implementation and Results:

- All current Franklin County group leaders are a part of the KRUSH Facebook group.
- Amy Snow maintains ongoing contact with group leaders.
- BMS, FIS, and EES staff have completed KRUSH training.
- Amy Snow is in conversation with BMS, FIS, and EES about the implementation of their 2020/2021 programs.

EDUCATE KRUSH Training

Program Description: Jalina Wheeler and Kristi Whitaker, (KRUSH LLC), co-facilitate training for educators. WJRF provides the infrastructure for training including: training equipment, website registration, virtual Google Meet platform, and fiscal agent duties.

Long-Term Goal: Funding will be established for a KRUSH program coordinator staff position.

Short-Term Goals:

- Maintain ongoing communication with KRUSH LLC.
- Gather information regarding national conferences.
- Reach out to counties/school districts in Kentucky that have not participated in training.
- Seek funding for a program coordinator position.

Timeline: One calendar year, aligned to WJRF fiscal year, January 2020 - December 2020.

Desired Outcome: KRUSH training will be provided across the United States and internationally.

Implementation and Results:

- Attendance records are kept for each training. To date, 400+ educators have been trained statewide and beyond.

- WJRF has financially invested in the training of Franklin County and Frankfort Independent educators. 42 educators have completed training.
- WJRF purchased a projector for KRUSH LLC to utilize during in person training.
- WJRF board secretary creates online registration for each training.
- WJRF processes purchase order transactions and payment to KRUSH LLC.

EDUCATE Adam Hyatt Memorial Scholarship

Program Description: A scholarship opportunity for graduating seniors who are impacted by incarceration and enrolled in a secondary educational program; college and/or trade certification program.

Long-Term Goal: WJRF will secure funding to maintain scholarship recipients throughout the duration of their undergraduate studies including: housing, food, and tuition costs.

Short-Term Goals:

- Meet with Bluegrass Community and Technical College to discuss a partnership in which scholarship awardees can complete an associate's degree with a full scholarship and transfer to a four-year college.
- Secure funding for the 2021 scholarship.
- The scholarship committee will review and maintain the scholarship application.
- Create a "WJRF community" for our young adults via social media.

Timeline: One calendar year, aligned to WJRF fiscal year, January 2020 - December 2020.

Desired Outcome: WJRF scholarship recipients will graduate from a

career certification program and/or a college or university with the goal of obtaining a career and the opportunity of a successful life, thus breaking the cycle of generational incarceration.

Implementation and Results:

- One senior was awarded \$500, May 2019.
- Two seniors and original awardee, (who remained enrolled in college), were awarded \$1000 scholarships, May 2020.
- Application is available on our website.
- Scholarship is advertised at Frankfort/Franklin County high schools.
- A scholarship bank account has been established at Independence Bank. Individuals can direct deposit into the account.

EDUCATE High School Outreach

Program Description: WJRF provides college and career field trips for identified students impacted by incarceration. Dale and Taylor Robinson provide group mentorship for youth.

Long-Term Goal:

Hire a social worker to coordinate High School Outreach activities providing cohesion among high schools; ongoing communication; and building rapport with youth.

Short-Term Goals:

- Seek funding to secure a social worker position.
- WJRF to maintain ongoing communication with local schools to explore ways WJRF can support students.
- Plan a spring field trip, depending on Covid-19 social distancing requirements.
- Explore creating an online group for our young adults so that WJRF

can implement virtual classes/ events; and also build rapport with this high school youth. This can also be a place for our scholarship awardees to inspire current high school students.

Timeline: One calendar year, aligned to WJRF fiscal year, January 2020 - December 2020.

Desired Outcome: WJRF will create a caring, supportive environment for high school students to be inspired to break the generational cycle of incarceration. WJRF will provide opportunities for high school students impacted by incarceration to learn and explore college and career opportunities.

Implementation and Results:

- WJRF coordinated a trip to the Paul Mitchell School, October 2019.
- Dale and Taylor Robinson met monthly with FCHS students, January - March 2020, until Covid-19 restrictions began.
- WJRF offered four ACT prep classes at Paul Sawyer Public Library, November - December 2019.

CONNECT Franklin County Regional Jail

Program Description- WJRF hosts contact visitation, as approved by FCRJ. A Familiar Voice, provides the opportunity for incarcerated parents to record themselves reading a book to their child. The book and recording are mailed to the child by a WJRF board member. Dale Robinson meets with incarcerated parents pre and post contact visitation. Dale is available to meet in person and/or virtually with prisoners when needed.

Long-Term Goal: Parent/child bonds will be strengthened and supported through the partnership between WJRF and the Franklin County Regional Jail.

Short-Term Goals:

- Contact visitation for December 2020 is scheduled. Planning between all parties involved, will continue to ensure a positive, successful experience.
- A Familiar Voice will continue to be implemented monthly.
- Dale Robinson will meet with prisoners pre and post contact visitations.
- Dale Robinson will be available to meet in person and/or virtually with prisoners when requested by FCRJ.

Timeline: One calendar year, aligned to WJRF fiscal year, January 2020 - December 2020.

Desired Outcome: WJRF and Franklin County Regional Jail will maintain a strong partnership with one another to provide supportive services to families impacted by incarceration including the nurturing of parent/child bonds.

Implementation and Results:

- WJRF screens all visitations through the Department of Community Based Services to ensure contact is approved.
- A FCRJ staff member serves on the WJRF board.
- A December 2020 contact visitation has been planned.
- Two WJRF board members facilitate A Familiar Voice.

CONNECT Global Tel Link Corporation

Program Description: GTL provides video visitation services for the following county jails: Franklin, Boyle, Jessamine, Marion, Pulaski, Laurel, Leslie, Harlan, Perry, Henderson, and Madison. GTL provides WJRF a free video visitation account. A WJRF volunteer meets with parent/caregiver and child, to provide video visitation. (WJRF has

funding budgeted for video visitation outside of GTL's service area.)

Long-Term Goal: All WJRF children and youth will have the opportunity to see and speak with their incarcerated parent and/or sibling, if video visitation is available in the facility.

Short-Term Goals:

- WJRF will maintain communication with FCRJ regarding an updated list of incarcerated Frankfort parents.
- WJRF will continue to screen contact through the Department of Community Based Services.
- WJRF will advertise service to families.
- WJRF will maintain a designated volunteer to implement this program.

Timeline: One calendar year, aligned to WJRF fiscal year, January 2020 - December 2020.

Desired Outcome: Children and youth will be able to see and speak with their incarcerated parent and/or sibling, at no cost to them, one time per week.

Implementation and Results:

- WJRF board approved a video visitation policy.
- WJRF screens all visitations through the Department of Community Based Services to ensure contact is approved.
- WJRF has an active account with GTL.
- WJRF has a volunteer for this program.

CONNECT Second Thursdays

Program Description: A monthly caregiver support group led by a licensed clinical counselor. Dinner and childcare is provided by WJRF volunteers during group sessions.



Long-Term Goal: WJRF will provide the infrastructure and resources needed to ensure parents and caregivers of children impacted by incarceration have access to ongoing support and services.

Short-Term Goals:

- Resume meetings virtually until in-person meetings can occur.
- Inform WJRF parents/caregivers of this resource.
- Inform school personnel about this resource so that information can be shared with families.
- Explore additional resources that can be offered to parents and caregivers.

Timeline: One calendar year, aligned to WJRF fiscal year, January 2020 - December 2020.

Desired Outcome: Parents and caregivers of children impacted by incarceration will develop a supportive, therapeutic network to address ongoing social and emotional needs.

Implementation and Results:

- Met in person July 2019 - March 2020. Stopped due to Covid.
- A licensed clinical counselor leads the group.
- First United Methodist Church provides transportation to those in need.
- VISTA organized monthly volunteers, activities, and food.

CONNECT Family Fellowship

Program Description: A quarterly event for families impacted by incarceration to come together for fellowship and food, within a positive, caring community.

Long-Term Goal: WJRF families will have a safe, caring environment to build relationships and socialize

with one another.

Short-Term Goals:

- Explore possible virtual events.
- Explore other ways to recognize child and youth birthdays, (if meetings can not be in person).
- Monitor Kentucky's social distancing guidelines so that Family Fellowship can resume in person meetings.

Timeline: One calendar year, aligned to WJRF fiscal year, January 2020 - December 2020.

Desired Outcome: Families impacted by incarceration will have a loving, caring community of "extended family".

Implementation and Results:

- Family Fellowship occurred in March, June, September, and December 2019. Our March and June 2020 event was canceled due to Covid.
- Over 100 individuals have attended a Family Fellowship event.
- Volunteers assist with this event.
- Child and youth birthdays are celebrated during Family Fellowship.
- Our fall 2020 Family Fellowship occurred, October 6 at Happy Jack's Farm. 19 children and their families attended.

(C) PREVENT programs

CONNECT Amachi of Frankfort

Program Description: A nationally based mentoring program specifically designed for children of the incarcerated. WJRF obtained approval from Amachi corporate to create a new location for the program, in Frankfort, KY. WJRF also obtained approval for the name, Amachi of Frankfort.

Long-Term Goal: WJRF will obtain funding to hire a full time program coordinator to develop Amachi of Frankfort.

Short-Term Goals:

- Board member will continue to supervise current matches, ongoingly, each month.
- Board member will maintain a caseload of no more than 10 mentor/mentee matches.
- WJRF will continue using Innovative Mentoring Solutions software to keep a database of children/youth; to log case notes; to communicate directly with families.
- Board member will continue ongoing communication with Amachi of Central Kentucky.

Timeline: One calendar year, aligned to WJRF fiscal year, January 2020 - December 2020.

Desired Outcome: WJRF will offer a mentoring program for children of the incarcerated based on best practices so that we can ensure commitment and integrity to the families we serve.

Implementation and Results:

- Americorps VISTA prepared a guidebook of how to implement Amachi of Frankfort.
- Americorps VISTA and board president attended the national Mentoring conference, January 2020.
- Americorps VISTA maintains ongoing communication and guidance from Amachi of Central Kentucky.
- To date, one match has been made and an additional mentor has completed training.

CONNECT Operation Making A Change

Program Description: Founded by

Gerald Gibson, OMAC is a 12-week prevention/intervention program designed for youth at risk of becoming involved in the criminal justice system.

Long-Term Goal: WJRF will work with the Department of Juvenile Justice, Administrative Office of the Courts, and the school system to provide OMAC, ongoingly, in Frankfort.

Short-Term Goals:

WJRF will maintain communication with Gerald Gibson.

- WJRF will evaluate how OMAC can be provided during Covid social distancing restrictions.
- WJRF will maintain communication with DJJ, AOC, and school systems.

Timeline: One calendar year, aligned to WJRF fiscal year, January 2020 - December 2020.

Desired Outcome: WJRF will provide resources to prevent at risk youth from becoming involved in the criminal justice system, thus perpetuating generational incarceration.

Implementation and Results:

- WJRF funded a 12-week program in Frankfort, October 2019 - February 2020. 21 youth participated.
- WJRF has an established partnership with Gerald Gibson.
- WJRF has discussed OMAC with the Deputy Commissioner of the Department of Juvenile Justice, (who attended a program).

CONNECT ExtraCurricular Activities Sponsorships

Program Description: Research indicates that youth who are involved in positive activities are less likely to use drugs and/or engage in delinquent behavior. WJRF believes

that our kids need to be connected to positive activities and natural community supports. WJRF helps families overcome barriers of lack of finance and/or transportation for children and youth

Long-Term Goal: WJRF will secure funding to provide 100% of our children/youth with a sponsorship for an activity.

Short-Term Goals:

- WJRF will explore transportation opportunities with local churches.
- WJRF will raise funds to sponsor additional children and youth.
- WJRF will continue partnerships with local businesses, providing services to our children and youth.

Timeline: One calendar year, aligned to WJRF fiscal year, January 2020 - December 2020.

Desired Outcome: Each of our children and youth will have the opportunity to explore an activity of their personal interest.

Implementation and Results:

- 54 children/youth were sponsored in activities in 2019.
- Currently, 4 children are sponsored in activities.
- Transportation has been provided by volunteers and board members.
- YES Cards, (\$300 stipend funded by a grant received by YES Arts), have been provided to 33 WJRF middle school students.
- WJRF has filed a CA/N and background check on a taxi cab driver.
- WJRF receives a monthly donation from Capital Court Authority. These funds are designated for sponsorships.

CONNECT The Kings Center Outreach

Program Description: The Kings Center is a non-profit, community center that serves south Frankfort, an area that historically has been impacted by drugs, crime, and incarceration. The Kings Center asked Dale Robinson to speak with their youth, as an example and role model of a man who changed his life for the positive. WJRF's partnership with The Kings Center is ever-evolving, based on needs and resources.

Long-Term Goal: WJRF will maintain an ongoing, supportive partnership with The Kings Center, a peer organization.

Short-Term Goals:

- WJRF will maintain office space in The Kings Center.
- Dale Robinson and volunteers will continue meeting with Kings Center youth, ongoingly, (per Covid requirements).
- WJRF will explore virtual program opportunities.

Timeline: One calendar year, aligned to WJRF fiscal year, January 2020 - December 2020.

Desired Outcome: WJRF will have a strong, healthy relationship with the Kings Center director and board.

Implementation and Results:

- "Kings Center Representative" is an Ex-Officio position on our board- a Kings Center board member, staff, volunteer, and/or parent fills this position.
- Board members and Dale Robinson provided a bi-monthly program for The Kings Center, January - December 2019.
- WJRF has a designated office space in The Kings Center.
- WJRF Americorps VISTA provided ongoing support to The Kings Center director.



MONITORING AND REVIEW

WJRF Board Policy and Procedure

Adopted September 2020

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 board president will provide an Implementation and Results Report to board members, at the twelve month review.

Upon twelve months, the board will review the plan in an additional six months to discuss the long and short term goals, to ensure they remain applicable.

Two years from the original plan approval, a Stakeholder Assessment shall occur and the entire plan updated.

A Stakeholder Assessment shall occur every two years, from

the original approval date. 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.

Also during this bi-annual review, the board shall engage in an open discussion about the overall vision and goals for the foundation.

Record Keeping: The board president shall ensure that the Innovative Mentoring Solutions software records; all sign-in sheets; and future staff records will be maintained for the purpose of the Implementation and Results Report. As WJRF grows, with the hiring of staff, the board shall discuss and determine specific record keeping recommendations.

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





APPENDIX A: BUDGET

2020 Operating Budget

(Fiscal Year January - December)

General Fund Account

\$18,000 PROGRAMMING

Visitation

200 Contact Visits, (pictures, activities)

0 Transportation

0 Re-Entry Support

Second Thursdays

2,500 (\$200 food/supplies, per meeting for 12 months)

KRUSH

4,500 KRUSH school groups (15 @ \$300)

2,000 KRUSH educator training
(based on 40 people attending)

0 KRUSH Summer Camp

2,000 KRUSH training equipment

OMAC

1,200

Scholarship Stand Alone Account

Donations

Large + Small Group Events

800 Birthday Celebrations (\$200/4 events)

300 March

500 June, Pool

500 September, Bowling

1500 December, Christmas party

2,000 Misc. Food/Activities

Extra-curricular Activities Sponsorship

Donations

\$12,570 ADMINISTRATIVE

3,500 Printing/Marketing

500 Social media ads

1,300 Website

2,000 Innovative Solutions Software

1,000 Office supplies/postage

700 Insurance (Feb- \$671)

100 Annual business filings (Sec of State, IRS)

0 Americorps VISTA (currently paid through 8/20; would need \$7000 in July for the 9/20 application)

600 Finance Software (\$50/mo)

200 Chamber Membership

1,870 Storage Unit (1- 7months/\$110; 2- 5 months/\$220)

800 Professional Development (hotel and food)

\$2,500 PROFESSIONAL FEES

2000 Legal

0 Accounting (Savings for future audit, \$7,000)

500 990 Preparation

\$500 FUNDRAISING

500 Bluegrass Community Foundation fee

\$1,000 SAVINGS

\$34,570 TOTAL BUDGET





APPENDIX B: RESEARCH SUPPORTING WJRF PROGRAMS

Kentucky Public Health developed a Kentucky Strengthening Families Protective Factors Action Guide, in 2017. This is a research-based, statewide initiative to improve outcomes for children and families. WJRF provides 5 out of the 6 listed protective factors: Parental Resilience; Social Connections; Concrete Support in Times of Need; Social and Emotional Competence; Nurturing and Attachment.

The Annie Casey Foundation's number one recommendation to tackle the issue of parental incarceration is to “ensure children are supported while parents are incarcerated and after they return”.

Children who are mentored, (specifically children of the incarcerated), are more likely to graduate high school and enroll in college. **MENTOR: The National Mentor Partnership**

Supporting caregivers through an intervention program was associated with an increase in family cohesion and positive caregiving.” **Strengthening Incarcerated Families, 2013.**

Maintaining contact with one's incarcerated parent appears to be one of the most effective ways to improve a child's emotional response to the incarceration and reduce the incidence of problematic behavior. Children who maintain contact with their parent during incarceration exhibit fewer disruptive and anxious behaviors. In addition to these direct benefits to the child's emotional health and behavior, maintaining contact helps the incarcerated parent as well. Studies suggest that it lowers recidivism rates. **Broken Bonds: Understanding and Addressing the Needs of Children with Incarcerated Parents**

Amachi mentoring program provides guidance and support to children of incarcerated parents by pairing them with a mentor who spends time with them once a week. Amachi is based on the premise that children who have caring adults in their lives are likely to be resilient in the face of challenges such as parental incarceration. Pairing children with a mentor can have positive educational and behavioral outcomes for children. **“Understanding the Needs of Children with Incarcerated Parents: What Educators Should Know,” Turney**



APPENDIX C: BLUEPRINT FOR KENTUCKY'S CHILDREN

https://kyyouth.org/wp-content/uploads/2018/02/KYA-Issue-Brief-Parental-Incarceration_Feb2018.pdf



WANDA JOYCE ROBINSON FOUNDATION



WJRFUNDATION.ORG