



Justice for Our Neighbors – Houston Strategic Plan 2019 - 2022

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**LEADING
PROVIDER**

**Justice for Our Neighbors Houston
Strategic Plan
2019 - 2022**



JFON – Houston Strategic Plan 2019 - 2022

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Strategic Diagram

STRATEGIC VISION

By 2022, Justice For Our Neighbors Houston (JFON Houston) will be the Leading Provider for nonprofit direct immigration legal services in Greater Houston.



KEY STRATEGIC PRIORITIES



1. Great Place to Work – Create and maintain a positive working environment built on performance, appreciation, mutual respect, and trust, so that JFON Houston becomes the leading employer for nonprofit direct immigration legal services and one of the best places to work in Houston.



2. Great Immigration Legal Services - Provide exceptional direct service with positive outputs, strong outcomes, and high stakeholder satisfaction, so that JFON Houston becomes the leading provider for direct legal immigration services.



3. Great Agency to Support – Improve communications and engagement, so that JFON Houston becomes a well-known agency that funders can trust, support and follow.



4. Great Capacity to Serve - Develop and strengthen the internal capacity to meet JFON Houston's immediate and ongoing needs.

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Introduction by the Board President and Executive Director

October 15, 2019

The Justice for Our Neighbors Houston (JFON Houston) Leadership Team worked over nine months on a strategic plan which would respond effectively to a dynamic environment, increase the organization's capacity, and build the foundation for becoming the Leading Provider in nonprofit immigration legal services and engagement for Greater Houston. We also solicited unfiltered feedback from clients, volunteers, employees, and partners to help us establish an authentic, meaningful, and relevant base of support for our mission and ministry. This information was invaluable in establishing a baseline, identifying successes and opportunities for improvement.

This planning process brought clarity, unity, and balance to our aspirations while considering the priorities and perceptions of our clients, employees, volunteers, and partners.

We appreciate the many people who shared their time and insights to move JFON Houston to a higher level of performance.

Sincerely,



Rev. Dr. Will Reed
Board President



Manne Favor
Executive Director



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Executive Summary

Justice For Our Neighbors (JFON) Houston is part of the national JFON network, with National Headquarters in Annadale, Virginia. The network consists of 19 independently operated and governed sites throughout the United States that supports over 50 immigration legal clinics and serve more than 5,000 clients annually. There are four sites in Texas - Houston, Dallas-Ft. Worth, San Antonio, and Austin. The JFON Houston office is in the Mission Milby Community Development Center, in the Pecan Park neighborhood of Houston's East End at 2220 Broadway Street, Houston, Texas 77012. JFON Houston also offers services in Conroe, Texas, about 40 miles north of downtown Houston; Spring, Texas, approximately 20 miles north of downtown Houston; and St. Luke's United Methodist Church Gethsemane in southwest Houston. JFON Houston provides low-income individuals and families with affordable, high-quality direct immigration legal services. JFON Houston also trains volunteers, attorneys, and communities of faith to help carry out the mission and advocate for the rights of immigrant neighbors.

The JFON Houston's Leadership worked over nine months on a strategic plan which would strengthen the organization and the effectiveness of the current programs and operations while enhancing their impact. One overarching vision, four strategic priorities, and the accompanying four goals emerged.

We thank all the people who committed their time and insight to this process.

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STRATEGIC VISION - By 2022, Justice For Our Neighbors Houston (JFON Houston) will be the Leading Provider for nonprofit direct immigration legal services in Greater Houston.

We will measure success to the degree JFON Houston accomplishes these four goals:

JFON Houston Strategic Goals

1. Implement a system for regularly addressing human resource concerns; creating and maintaining a high-performing, positive working environment; respective self-care and work-life balance; and remaining competitive for employees with other nonprofit immigration legal service providers in the Greater Houston area. ***[Great Place to Work]***
2. Optimize quality control processes and measures for program design, creation and effectiveness, ensuring increased levels of accountability, satisfaction, and results. ***[Great Immigration Legal Services]***
3. Develop and implement a Master Communications Strategy, to position JFON Houston as an expert on immigration legal issues and a trusted resource on immigration matters, through-out the Greater Houston region. ***[Great Agency to Support]***
4. Ensure the Governing Board's accountability to its fiduciary duties, board engagement, and involvement, increase and diversify funding, and improve capacity to meet the organization's immediate and ongoing needs. ***[Enhanced Capacity to Serve]***

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Values, Mission, Purpose, and Strategic Vision Statement

Values

The Justice For Our Neighbors Houston (JFON Houston) operates with a set of values that guide its work. JFON Houston values:

- Community
- Opportunity
- Compassion
- Accountability

Mission

JFON Houston provides low-income individuals and families with affordable, high quality immigration legal services and engage in immigration education and advocacy.

Purpose

To treat immigrants and refugees with respect, compassion, and humanity, as exemplified in this passage:

“And if strangers dwell with you in your land, you shall not mistreat them. The strangers who dwell among you shall be to you as those born among you, and you shall love them as yourselves; for you were strangers in the land of Egypt”
Leviticus 19:33-34

Strategic Vision

By 2022, Justice For Our Neighbors Houston (JFON Houston) will be the leading provider for nonprofit direct immigration legal services in Greater Houston.

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Organizational Profile and History – “Who We Are”

Justice For Our Neighbors (JFON) Houston started in 2014 as part of the National Justice For Our Neighbors network. Guided by Christian values of hospitality to the stranger, the United Methodist Church formed the JFON network as its social justice ministry and in response to the need among low-income immigrant communities for high-quality, low-cost immigration services. JFON Houston is an independently governed site, recognized as a 501(c)3 organization by the IRS. The network is comprised of 19 independently governed sites in various cities across the country. There are four Texas sites - Houston, Dallas-Ft. Worth, San Antonio, and Austin. The JFON Houston office is in the Mission Milby Community Development Center, in the Pecan Park community of Houston's East End at 2220 Broadway Street, Houston, Texas 77012. JFON also offers services in Conroe, Texas, about 40 miles north of downtown Houston; Spring, Texas, approximately 20 miles north of downtown Houston; and St. Luke's United Methodist Church Gethsemane in southwest Houston. JFON Houston provides low-income individuals and families with affordable, high-quality immigration legal services. JFON also trains volunteers, attorneys, and communities of faith to help carry out the mission and advocate for the rights of immigrant neighbors. The Houston site (local office) opened in 2014.

Strategic Priorities – “Our Focus”

JFON's clinics provide professional direct legal services to immigrants at minimal or no cost. Legal services include representation for family-based immigration, citizenship, and naturalization, and humanitarian causes. JFON Houston takes on cases such as asylum, naturalization, Deferred Action for Childhood Arrivals (DACA) and provides legal support for victims of domestic violence. Community conversations educate immigrant communities about their rights and the complex immigration process. Public education is also provided to affected communities to better equip them to partner with immigrants in response to changes in immigration policy and practice.

The JFON Houston Leadership worked over nine months on the strategic plan. The Environmental Scan included input and feedback from 47 individuals. The Leadership Team administered one survey with 25 anonymous respondents, conducted four focus groups with clients, volunteers, staff, and institutional partners. The retreat allowed the leadership to concentrate on four Strategic Planning Principles – Specialization, Differentiation, Segmentation, and Concentration. They developed SMART goals - S – Specific / M – Measurable / A

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– Achievable / R – Relevant / T – Time-Bound. They conducted an Environmental Scan using a SOAR (Strengths, Opportunities, Aspirations, Results) as opposed to a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis. SOAR is a strategic inquiry with an appreciative intent and an effective strategic tool for decision making. They also employed KWINK, “Knowing What I Now Know,” to all decisions.

President Dwight D. Eisenhower once said, “Plans are useless, but planning is everything.” The JFON Houston Board heeds this advice as they create strategies that allow them to respond effectively to a dynamic environment, adapting and communicating regularly.

Based on this information, one overarching vision emerged:

STRATEGIC VISION - By 2022, Justice For Our Neighbors Houston (JFON Houston) will be the Leading Provider for nonprofit direct immigration legal services in Greater Houston.

To achieve this vision, JFON Houston will focus on four strategic priorities over the next three years:

KEY STRATEGIC PRIORITIES

1. Great Place to Work – Create and maintain a positive working environment built on performance, appreciation, mutual respect, and trust, so that JFON Houston becomes the Leading Employer for nonprofit direct immigration legal services and one of the best places to work in Houston.
2. Great Immigration Legal Services - Provide exceptional direct service with positive outputs, strong outcomes, and high stakeholder satisfaction, so that JFON Houston becomes the Leading Provider for direct legal services.
3. Great Agency to Support – Improve communications and engagement, so that JFON Houston becomes a well-known agency that funders can trust, support and follow.
4. Great Capacity to Serve - Develop and strengthen the internal capacity to meet JFON Houston’s immediate and ongoing needs.

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JFON Houston Strategic Goals “What We Expect to Accomplish”

STRATEGIC VISION - By 2022, Justice For Our Neighbors Houston (JFON Houston) will be the Leading Provider for nonprofit direct immigration legal services in Greater Houston.

To achieve this vision, JFON Houston will focus on four strategic priorities and four goals over the next three years:

-
- 1. Implement a system for regularly addressing human resource concerns; creating and maintaining a high-performing, positive working environment; and remaining competitive for employees with other nonprofit immigration legal service providers in the Greater Houston area. [Great Place to Work]**
-

Objectives

- a. Design a process for obtaining, analyzing, and responding to staff feedback and suggestions on a regular basis using a consistent measurement by December 31, 2019.
- b. Ensure all staff has written annual goals against which their performance is measured by January 31, 2020.
- c. Ensure current staff issues and concerns are addressed and the compensation package reviewed, analyzed, and adjusted to be more competitive with other nonprofit immigration legal service providers in the Greater Houston area by March 31, 2020.
- d. Determine investment required to maintain a competent mission-aligned, diverse workforce, concentrating on hiring, training, orientation, evaluation, retention, and succession starting no later than June 30, 2020.
- e. Ensure JFON Houston has the human resources, technology, and internal infrastructure needed to execute its programs efficiently and effectively by March 31, 2021.

Strategy

- a. Best practices on developing and maintaining a competent, diverse and inclusive workforce and a high-performing organization;
- b. Annual compensation studies to identify the investment required to maintain a high-performing workforce, including investigating incentive compensation;
- c. Succession planning and cross-training for all key positions;
- d. Exceptional performance management of all staff.

Indicator / Target

Employee satisfaction surveys / Average 80% or more

Employee performance / Average 80% or more

Number of best practices instituted annually / More than five

2. Optimize quality control processes and measures for program design, creation and effectiveness, ensuring increased levels of accountability, satisfaction, and results. *[Great Immigration Legal Services]*

Objectives

- a. Formalize the internal process used for new program development by June 30, 2020.
- b. Measure and report the quality of services through a comprehensive, ethical, data collection system that will enable timely and informed decisions by July 31, 2020.
- c. Build on the existing data collection systems to ensure all programs produce dashboard results by September 30, 2020.
- d. Broaden and strengthen collaborative relationships so JFON Houston works with other community programs more effectively by December 31, 2020.

Strategy

- a. Expansion based on adjacency, mission alignment, and community needs;
- b. Program retention based on relevancy, impact, costs, and mission alignment;
- c. Mediocre performance met with intensive action or intentional abandonment.

Indicator / Target

Percentage of new programs initiated under the internal review process / 100%

Percentage of programs meeting or exceeding management, client, legal, and funder expectations / 100%

3. Develop and implement a Master Communications Strategy, to position JFON Houston as an expert on immigration legal issues and a trusted resource on immigration matters, through-out the Greater Houston region. *[Great Agency to Support]*

Objectives

- a. Assess the need for communications and fund development resources in Houston and begin budgeting in the 2020 budget with review annually.
- b. Work to complete the branding, marketing, media, and messaging project currently underway by June 30, 2020.
- c. Seek ongoing feedback from employees, clients, funders, volunteers, and partners on communications expectations and progress and respond accordingly by June 30, 2020.
- d. Explore a possible name change and re-branding strategy with trusted advisors by June 30, 2020.

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- e. Develop and implement a Master Communications Strategy, with input from JFON staff, board members, volunteers, clients, and external audiences by September 30, 2020.
- f. Expand the base of partnerships for volunteers, service providers, communities of faith; building awareness, strategic relationships, and legislative advocacy by September 30, 2020.

Strategy

- a. Consistent branding, media, and messaging throughout JFON Houston and the network;
- b. A culture of philanthropy immersed throughout the Greater Houston region;
- c. Increased visibility, media and marketing on public education and advocacy on immigration issues;
- d. Positive, mutually-rewarding relationships with clients, volunteers, partners, funders, and stakeholders;
- e. Increased social media presence and engagement across multiple platforms and channels;
- f. Increased utilization of support and other resources for more board and staff responses to issues in the media;
- g. An atmosphere of trust and respect.

Indicator / Target

Internal and external image and opinion of JFON Houston as measured in surveys and feedback / An authentic, transparent depiction of JFON Houston consistent with the agency's values and mission to internal and external stakeholders.

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- 4. Ensure the Governing Board’s accountability to its fiduciary duties, board engagement, and involvement, increase and diversify funding, and improve capacity to meet the organization’s immediate and ongoing needs. [*Enhanced Capacity to Serve*]**
-

Objectives

- a. Continue recruiting board members representing the diversity and JFON’s needed skill sets by December 31, 2019.
- b. Create operating and capital budgets associated with ensuring accountability for each functional area by December 31, 2019, and annually after that.
- c. Create, implement, evaluate, and adjust an annual Fund Development Strategy starting December 31, 2019.
- d. Ensure all new and existing board members understand and comply with their Fiduciary Duties of Care, Loyalty, and Obedience by March 31, 2020.
- e. Develop an effective onboarding process for board members, ensure board committees are functioning properly, and the board focuses on being a governing board by March 31, 2020.
- f. Ensure the agency adheres to the bylaws, maintains effective policies and procedures that govern the agency, and consistently increase their awareness and knowledge by March 31, 2020, and thereafter.
- g. Systematically develop and maintain relationships with prospective donors by March 31, 2020.
- h. Increase the JFON Houston’s efficiency and effectiveness and provide adequate research, monitoring, and evaluation of all program initiatives beginning March 31, 2020.
- i. Make sure the board has mechanisms for renewing and reinvigorating itself through strategic recruitment and orientation of members by June 30, 2020.
- j. Cultivate and nurture funding opportunities, with at least a 15% annual increase in new supporters starting by December 31, 2020, and thereafter.

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- k. Determine capital investment required to maintain a high-performing organization, concentrating on facilities, technology, best practices, and procedures starting no later than December 31, 2020.
- l. Ensure JFON Houston has a plan to obtain the facilities, human resources, technology, and internal infrastructure needed to execute its programs efficiently and effectively by March 31, 2021.
- m. Ensure that by December 31, 2022, JFON Houston achieves and maintains 180 days of unrestricted cash reserves based on annual budgets.

Strategy

- a. Board performance is consistent with National JFON expectations;
- b. Board performance is consistent with board best practices;
- c. Board engages in a self-assessment at least every two years;
- d. Board committees are effective, engaged, and productive;
- e. Board engages in annual retreats;
- f. Encouragement of Planned Giving;
- g. Differentiation by partnering with other JFON sites on messaging and branding;
- h. Intentional, ongoing fund development and systematically maintaining relationships with prospective donor, including adding full-time development staff;
- i. Programs operated within budgeted expectations;
- j. Consistent increases in unrestricted cash;
- k. Capital improvements are planned years in advance of need.

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Indicator / Target

Percentage of functioning board committees (based on National JFON expectations, board best practices, and board self-assessment) / 100%

Number of new board best practices initiated each year / at least six

Increase in new supporters at least 15% annually

Number of best practices instituted annually / More than five

Capital Improvement Plan established / March 31, 2021

Days of unrestricted cash / at least 180 by December 31, 2022

Conclusion

The JFON Houston leadership team will dedicate time and attention to implementing this Strategic Plan over the next three years. We believe that JFON Houston is in its prime season and has the potential of becoming a leading immigration legal service provider in the Greater Houston area.

As we continue to grow both in the quality and quantity of services we offer, it is imperative that we continue to remain focused on the singular mission of providing low-income individuals and families with affordable, high-quality, direct immigration legal services and engage in public education and advocacy.