



JEWISH COMMUNITY
RELATIONS COUNCIL

of San Francisco, the Peninsula, Marin,
Sonoma, Alameda and Contra Costa Counties

STRATEGIC PLAN 2015-2018



Pursuing a Just Society
and a Secure Jewish Future

בצלם אלקים כל ישראל ערבים זה לזה
אם אין אני לי מי לי תיקון עולם
לא תעמוד על דם רעיד דרכי שלום

September 2015

We are pleased to present the JCRC 2015-2018 Strategic Plan. At a time of dynamic transition in the Bay Area, both within our Jewish community and in JCRC's professional leadership, this Plan provides ambitious strategic direction to meet the ever-growing need for JCRC's education and advocacy work. The strategic planning process posed the question: "If the JCRC was created today, what would it look like?" We strived to be bold, creative, aspirational and strategic.

This Strategic Plan is a result of extensive discussion, investigation and creative brainstorming. It focuses on transitions, transformation and growth, and will enable JCRC to be increasingly inclusive, engaging, efficient, and effective. Most of all, this Strategic Plan will unite JCRC's human capital and activities toward a single purpose – to advance the mission of the organization – with strengthened strategic direction to the organization's programmatic, membership, structural, technological, and financial capacity.

We are grateful to the dozens of committee members who volunteered to participate in this year-long process and to the staff who provided insights and aspirations. Thank you for your interest and for championing the Bay Area Jewish Community Relations Council.

Hadara Stanton

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Executive Director

Abby Porth

Associate Executive Director

Vision Statement

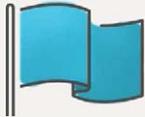
JCRC envisions a more just society, a strong and vibrant Jewish community in the United States and in Israel, and seeks to enhance that strength through collaboration with other communities.

Mission Statement

JCRC's mission is to educate and advocate on issues of vital importance to the organized Jewish community based on consensus, civility and an expanded commitment to living Jewish values of social justice.

JCRC CORE VALUES

JCRC's work in pursuit of a just society and secure Jewish future is guided by these core values:



Democratic and Pluralistic Vigilance

Protecting our democratic freedoms and celebrating diversity by helping create and maintain a welcoming environment for people of all backgrounds to freely express their culture, religion and beliefs.



Building Consensus and Speaking with a Collective and Civil Voice

Finding common ground among those with a broad range of religious affiliation, opinions, and ideology by facilitating constructive dialogue through common understanding and civility, and demonstrating leadership when vital interests are at stake.



Darchei Shalom (Paths of Peace)

Keeping peace with our neighbors by building strong relationships, promoting mutual respect and fostering understanding.



Tikkun Olam (Repair of the World)

Striving to end injustice and inequality through social action and advocacy.



B'Tselem Elochim (All are created in God's image)

Assuring that equal opportunity exists for individuals irrespective of race, religion, ethnicity, political affiliation, gender identity, sexual orientation, or physical or mental disability.



Kol Yisrael Arevim Zeh La Zeh (All in the House of Israel are Responsible for One Another)

Mobilizing the community whenever Jews anywhere are in need of support and standing by a secure and vibrant Israel by promoting a strong America/Israel relationship based on the recognition of the State of Israel as the pluralistic, democratic, historical, cultural, religious, and national homeland of the Jewish people.



Lo Ta'amod Al Dam Rey'echa (Do Not Stand Idly By)

Demonstrating a commitment to activism and amplifying the Jewish community's voice on critical issues in the public sphere.



Im Ayn Ani Li, Mi Li? Uch She'ani Le'atzmi Mah Ani? Ve Im Lo Achshav, AyMatai? (If I am Not For Myself, Who Will Be For Me? If I am Only For Myself, What Am I? And If Not Now, When?)

Advocating for Jewish community interests while collaborating with other faith, ethnic and emerging communities who share our mission, vision and goals.

STRATEGIC DIRECTION 1: MISSION IN ACTION

There is no greater indicator of a successful strategic plan than the community impact ultimately created by the organization. The effective delivery of JCRC's comprehensive programs represents the organization's vision and mission "in action"—the day-to-day work to sustain a strong and vibrant Jewish community across our diverse Bay Area. With the increased complexity and urgency of issues our community faces, this is the time to examine JCRC's programmatic efficacy.

Lay and staff leadership have developed strategic objectives for each of JCRC's major program areas—ranging from consensus building and advocacy to Israel education and interethnic/interfaith relations and community education. Each program objective will be carefully implemented, evaluated, and refined to ensure maximum impact.

JCRC will enhance the effectiveness of its consensus building, educational, and advocacy efforts, while expanding community awareness of and engagement with JCRC.

- Expand participation in JCRC consensus building across the Jewish community.
- Advance JCRC's advocacy efficacy by building stronger relationships and enhancing communications with decision-makers.
- Broaden and deepen JCRC's relationships with other ethnic, faith, and emerging communities by building mutual understanding and support through interethnic and interfaith outreach and engagement.
- Substantially expand JCRC'S role in advancing community education and advocacy on issues pertaining to Israel.
- Galvanize the Jewish community's engagement in supporting high quality public education and ensuring the accurate portrayal of Jews, Judaism, Jewish history and Israel as taught in the classroom.
- Formalize JCRC's consultative services and expand its capacity to serve more organizations and individuals.

JCRC will enhance the effectiveness of its consensus building, educational, and advocacy efforts, while expanding community awareness of and engagement with JCRC.

Indicators of Success

- ✓ # of individuals, organizations, and donors engaged in JCRC's consensus building
- ✓ # of decision makers and influencers who are informed and involved with JCRC
- ✓ # of faith, ethnic, and emerging communities in which JCRC is engaged, building relationships and coalitions
- ✓ # of Jewish parents trained and mobilized by JCRC to advocate for Jewish concerns in their children's schools and school districts
- ✓ # of organizations benefiting from consultancy services

STRATEGIC DIRECTION 2: MEMBERSHIP

An essential component of JCRC's strategic plan is maximizing JCRC's capacity to engage organizational and individual members and making more meaningful the opportunities for their engagement. This is critical to JCRC's long-term vitality and effectiveness in its unique role as the convener and consensus-builder for the organized Bay Area Jewish community. Maximizing how its members engage with JCRC is also critical to the organization's ability to operationalize its mission.

The Membership Engagement and Organizational Outreach Committee examined the current landscape of Jewish life in the Bay Area, including emerging and veteran institutions. It discussed formalizing opportunities for non-member organizations and stakeholders to be involved with JCRC. In addition, the committee sought ways to align JCRC's public affairs and community relations work with stakeholders' interests, discussed the importance of training and preparing members to assume vital roles as goodwill ambassadors in the community, and stressed the importance of ensuring that diverse, emerging Jewish leaders are given meaningful ways to help advance JCRC's mission beyond the consensus building process.

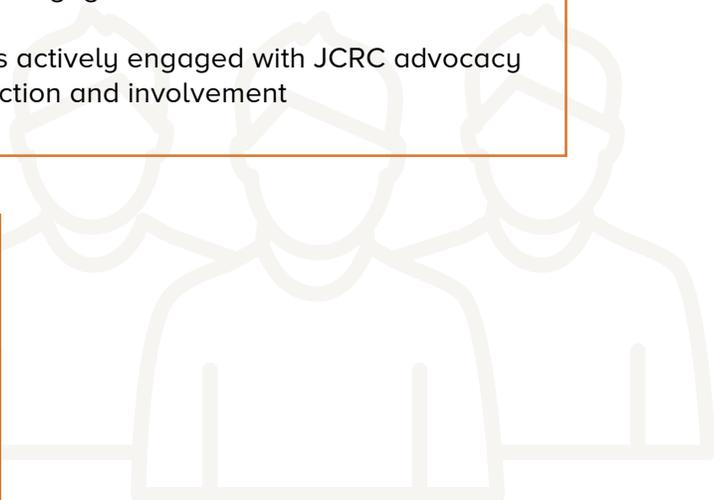
JCRC will expand the engagement of local organizations and individuals to further advance its mission.

- Increase membership among eligible Jewish organizations through targeted outreach and ongoing stewardship.
- Offer a range of affiliation options for other Jewish organizations to engage with JCRC.
- Provide new opportunities for individuals to actively engage in JCRC's consensus building, education, and advocacy work.
- Significantly expand JCRC's cadre of goodwill ambassadors who participate in the organization's civic engagement efforts.

Indicators of Success

- ✓ # of individuals and organizations engaged in JCRC's education and consensus building process
- ✓ # of individuals and organizations actively engaged with JCRC advocacy
- ✓ Increase in JCRC member satisfaction and involvement

JCRC will expand the engagement of local organizations and individuals to further advance its mission.



STRATEGIC DIRECTION 3: TECHNOLOGY

Technology plays a pivotal role in every aspect of JCRC's work. Furthermore, we live in a time when technology provides the capacity to increase operational efficiency. The Technology Committee carefully considered the technological components and needs to successfully realize the strategic plan's goals. From increasing the engagement of a range of constituencies through live polling and electronic advocacy to ensuring JCRC utilizes a robust and expandable database, technology is integral to the organization's capability to be effective. The necessary systems and infrastructure must be responsive to the unique functions and challenges of JCRC's work.

JCRC will leverage technology to inform and mobilize our community and to increase operational effectiveness.

The committee proposed new ways to identify and effectively utilize technology to advance JCRC's mission, streamline its operations, create new relationships and raise funds. Recommendations include upgrades to current systems, as well as increased application of best practices.

JCRC will leverage technology to inform and mobilize our community and to increase operational effectiveness.

- Hire a technology consultant to assess the organization's technology needs and priorities and the human capital that will be necessary to execute, maintain, and continuously evaluate and refine this plan is in place.
- Adopt technology solutions and training practices to drive improved agency-wide information sharing, operational efficiencies and fund development effectiveness among internal staff and executive leadership.
- Develop, publish, and archive high quality, timely content that is optimized for distribution through multiple online channels across website and social media platforms.
- Utilize email and social media tools to mobilize our community in advancing JCRC's consensus building, community convening, legislative advocacy, civic engagement, fundraising and other efforts.
- Utilize social media and webinar tools to enable Town Hall and other event remote-participation.
- Integrate a robust online fundraising module to enhance capacity

Indicators of Success

- ✓ Reduction in independent, non-integrated systems
- ✓ Increase in # of individuals virtually engaged with and advancing the organization's education, consensus building, and advocacy efforts
- ✓ Increased staff optimization of technology

STRATEGIC DIRECTION 4: OPERATIONAL STRUCTURE

In today's world, JCRC must be able to react quickly and effectively to changes in the social or political environment. JCRC aspires to enhance its community relations and advocacy impact through broader participation by, and increased connection and engagement with, Jewish community members. JCRC also seeks to deepen its relationships with other communities, developing allies who will support JCRC's efforts to sustain a "strong and vibrant Jewish community in the United States and in Israel." JCRC aims to become more agile in bringing education into the community and more of the community to JCRC.

JCRC will strengthen core governing and operational structures to better advance its mission.

What would JCRC look like, structurally, if it were designed today to meet these goals? The Structural Assessment Committee considered ways to optimize the organizational structure and operations to best advance JCRC's mission. It asked how the regional operations could best promote JCRC's agenda, how the current web of committee, taskforce and council meetings could most effectively educate and build consensus across the organized Jewish community, and how human capital could most efficiently be used. The committee identified innovative and

necessary changes, determined how best to use and develop available resources, and highlighted that institutionalizing planning and evaluation will ensure that the structures fully support and advance JCRC's mission and vision.

JCRC will strengthen core governing and operational structures to better advance its mission.

- Align the structure, staffing, lay leader engagement, and operations across JCRC's broad geography to best support the organization's mission.
- Ensure the vital consensus-building role of the JCRC by optimizing the format, frequency, lay leader involvement, and geographic location of gatherings.
- Strengthen outcome evaluation across JCRC's programs and administrative operations.

Indicators of Success

- ✓ Implementation of new agency-wide structure to increase JCRC effectiveness
- ✓ Formalization of outcome evaluation throughout the organization

STRATEGIC DIRECTION 5: FINANCIAL SUSTAINABILITY

More than ever before, today's economy requires nonprofit organizations to develop and steward a highly diversified, flexible financial foundation. Multiple funding streams ensure an organization's financial stability and that core operations may continue during times of economic volatility. Furthermore, the expansion of unrestricted funding is essential to launching innovative new programs and supporting vital infrastructure.

The Financial Sustainability Committee articulated strategies to expand, diversify, and proactively manage JCRC's financial base. Priorities include increased donor engagement, cultivation of major gifts, and expanded awareness of the opportunity to designate JCRC in one's estate plan. Also critical to financial flexibility will be the generation of earned revenue through fee-based consulting services that bring JCRC's best practices to other mission-driven organizations supporting Jewish concerns across the state, nation, and world. JCRC's commitment to long-term sustainability will be further reinforced through proactive and rigorous financial management.

JCRC will expand its resource base in to ensure greater mission impact and the ability to respond nimbly to emerging challenges and opportunities.

- Increase unrestricted financial support from all sources with an emphasis on increasing the number of major donors, the size of their gifts, as well as planned legacy gifts.
- Develop earned income revenue streams.
- Examine current and future expenses to ensure optimal use of resources.
- Offer meaningful leadership opportunities for JCRC's donors and stakeholders to be engaged in the organization's ambassadorial work throughout the community.

Indicators of Success

- ✓ Increase in individual and institutional giving to support JCRC strategic directions
- ✓ Growth in earned revenue to support unrestricted funds
- ✓ Increase in donor engagement and involvement in JCRC core mission activities

JCRC will expand its resource base in to ensure greater mission impact and the ability to respond nimbly to emerging challenges and opportunities.

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