

Focus/Pillar	Short Term (0-3 months)	Mid Term (3-6 months)	Long Term (6-12 months)
Advocacy	Disseminate 2020 Public Policy Agenda Finalize Advocacy Sessions @ Conference Joint webinar with Alliance on Census outreach Provide comments on proposed changes to US SSDI coverage	Determine follow up webinars resulting from Conference Planning for advocacy training programming for NJHSA membership	Build on participation in Coalition groups Seek opportunities for collaborative advocacy efforts with other national faith based human service associations
Best Practices	Committee has been reconvened. Draft definition for approval	Develop criteria for <i>NJHSA Best Practices Registry</i> Engage with outside thought leaders	Launch and promote Registry
Innovation	Review data from Leading Edge surveys (2017, 2018, 2019) Mid Year Updates from Year One agencies of Jewish Poverty Challenge Submit Year One Report to Weinberg Foundation	Determine focused plan for recruitment/retention Develop and disseminate Year Two RFP for Jewish Poverty Challenge	Initiate at least one response. Process impact with Weinberg Foundation and JFN Affinity Group on Jewish Poverty
Partnerships	Promote partnership with JFCS Pittsburgh for PFMIPro Selected agencies for Gimbal Foundation Digital Marketing Campaign will present in Dallas	Update membership on enhancements to NJHSA Health Plan. Work with Gimbal and selected communities.	Continue efforts to identify partners to support Canadian member agencies. Explore Year Two with Gimbal Foundation.

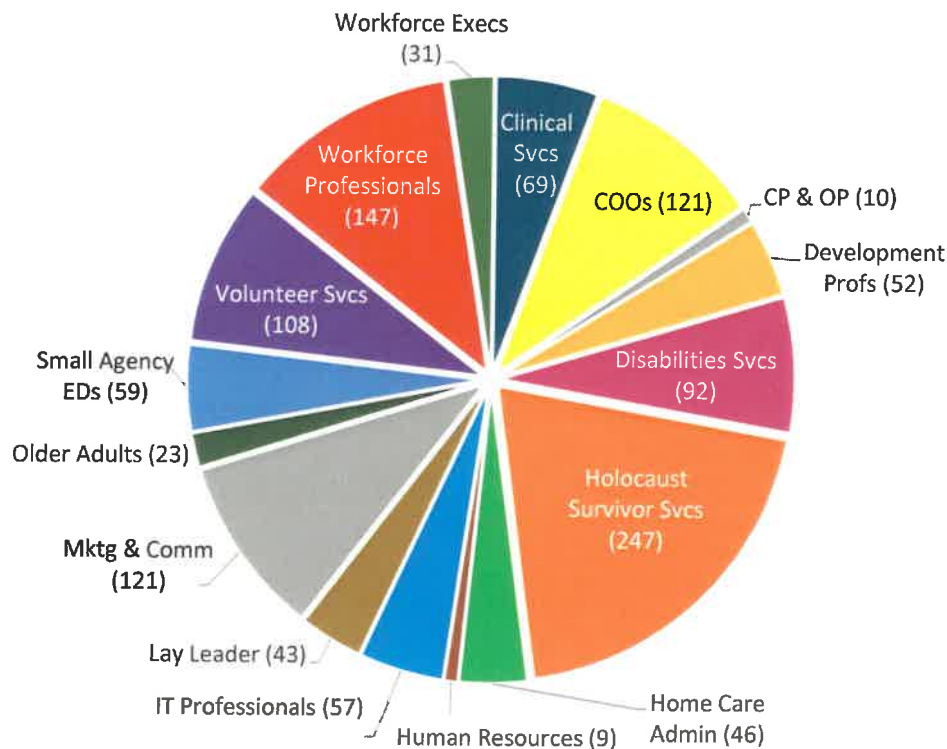
Funding	Short Term (0-3 months)	Mid Term (3-6 months)	Long Term (6-12 months)
Jewish Funders Network's Affinity Group on Jewish Poverty	Representing NJHSA as member of newly established Steering Committee in March 2020.	Working with JFN to plan Affinity Group convening as part of JFN Conference in March 2020 in Florida and as part of NJHSA Conference in May 2020 in Dallas	Identifying opportunities for funding – *Weinberg Foundation has expressed interest related to national model for workforce services/Jewish poverty response
Legacy Heritage Fund	Submit final report to LHF in February 2020	Follow up with LHF	Follow up: PRESIDE in 2021/2
JFNA/ACL	Launch program with Uniper and 7 participating agencies	Participate in JFNA training workshop in Dallas	Ongoing reporting/monitoring
Weinberg Foundation	Interim Report – status of Year One to date to submit in March 2020	RFP Dissemination Q&A webinars Selection process	Implementation of Year Two

Network Affinity Groups

Engage, Connect & Learn From Your Peers



1,235 People Engaged in 2019
(81 separate meetings)



Beginning 1st Q 2020

- Residential Service Providers
- Emergency Financial Assistance & Case Management Professionals
- Mid-Size Agency Executives

% Change Since 7-1-19

Clinical Services Professionals	↑431%
COOs	↑ 87%
Disabilities Services Professionals	↑109%
Holocaust Survivor Services	↑125%
Home Care Administrators	↑475%
IT Professionals	↑ 58%
Marketing and Communications	↑ 75%
Small Agency Executive Directors	↑ 69%
Volunteer Services	↑ 69%
Workforce Development Profs	↑332%
Workforce Executives	0%

New Groups Since 7-1-19

Community Programming & Outreach Professionals
Development Professionals
 Human Resource Professionals
 Lay Leader
 Older Adult Professionals

February 9, 2019

Agency Participation in Affinity Groups (113 agencies/up 31% since 7-1-19)



Participated 10 or more times

Agence Ometz	27
Alpert JFS	56
Collat JFS Birmingham	30
Gulf Coast JFCS	33
JEVS Human Services	10
JC&FS, Chicago	21
JCS, Baltimore	20
JF&CS, Louisville	17
JF&CS of Greater Philadelphia	13
JF&CS, Boston	20
JF&CS, Pittsburgh	38
JF&CS, Atlanta	24
JF&CS of Minneapolis	40
JF&CS of Northern New Jersey	20
JFSCC of Clifton-Passaic	12
JFSA, Cleveland	13
JFS Charlotte	12
JFS Cincinnati	12
JFS Columbus	11
JFS Denver	14
JFS Detroit	22
JFS Fairfield County	11

JFS Houston	20
JFS Kansas City	13
JFS Lehigh Valley	10
JFS Los Angeles	15
JFS MetroWest	12
JFS of Atlantic & Cape May Counties	20
JFS of Greater Indianapolis	12
JFS Somerset, Hunterdon & Warren Counties	20
JFS St. Paul	16
JFFS, Orange County, CA	10
Jewish Federation of Southern New Jersey	30
JSSA	19
JVS Boston	18
JVS Chicago	15
JVS Human Services	17
JVS SoCal	18
Kings Bay Y	10
Shalom Raleigh	20

Participated less than 10 times

CJE Senior Life	4
Claims Conference	1
Cummings Centre	2
Dayton Holocaust Resource Center	1
HIAS	7
JCC Austin	2
JCC Greater Coney Island	3
JCC Memphis	2
JCFS, Winnipeg	8
Jewish Collaborative Services of RI	6
Jewish Community Services	1
JCS of South Florida	4
JF&CS, Portland	4
JF&C, Toronto	9
JF&CS	2
JF&CS of Greater Mercer County	3
JF&CS of the Suncoast, Inc.	8
JF&CS, Phoenix	3
JF&CS, St. Louis	9
JF&CS Jacksonville	2
JF&CS, East Bay	2
JFS Ann Arbor	2
JFS Austin	1
JFS Buffalo	8
JFS Charleston	3

JFS Colorado	3
JFS Dallas	7
JFS Delaware	6
JFS Edmonton	2
JFS Greater Dayton	1
JFS Greater Harrisburg	2
JFS Greensboro	1
JFS Greenwich	3
JFS Hartford	3
JFS Home	4
JFS Knoxville TN	4
JFS Milwaukee	4
JFS Nashville	3
JFS New Orleans	1
JFS Northeastern PA	1
JFS of Colorado	1
JFS of Greater New Haven	5
JFS Orange County, NY	2
JFS Palm Springs	2
JFS Richmond	8
JFS Rochester	3
JFS San Diego	7
JFS Seattle	9
JFS Silicon Valley	1
JFS Spokane	2
JFS Tampa	4



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JFS Vancouver	9
JFS Western Massachusetts	2
JFS WNC Asheville	5
JFS York PA	1
JFS Youngstown	2
JFS, North East New York	2
Jewish Federation of New Mexico	5
Jewish Residential Services Pittsburgh	2
Jewish Social Services of Madison	1
JIAS	1
JVS Cincinnati	6
JVS Livingston	4
JVS San Francisco	3
JVS Toronto	3
Naples Senior Center	4
Next Generations	3
Schoke JFS Stamford	7
Tampa Bay Job Links	6
Yad Ezra - Berkley MI	1

Affinity Group Highlights

Clinical Services Professionals

- Telemental Health Training Course – 31 attended; fee for service
- Presentation on Outcomes and Measurements from Simon Weisz from Greenspace Mental Health

Disabilities Services Professionals

- Joint Affinity Group call with Workforce Executives to discuss Employable from JFS Pittsburgh

Development Professionals

- Kelly Segal Consulting discussed how to broaden your Data Base
- Rhode Island Foundation explored Engaging Board Members in Fundraising

Holocaust Survivor Services Professionals

- Bet Tzedek Legal Services; The Blue Card; Claims Conference have all presented to our group.
- We held an open forum and support group to explore the rise of anti-Semitism

Home Care Administrators

- Brought in a Risk and Liability Consultant

Older Adult Service Professionals

- Memory Café presented on dementia program

Volunteer Professionals

- The Gimbal Foundation Introduction to Digital Marketing Webinar and subsequent RFP for NJHSA

Workforce Development Professionals

- Dr. Ofer Sharone, author of *Flawed System, Flawed Self: Job Searching and Unemployment Experiences*, Professor of Sociology, UMass/Amherst) talked about long-term unemployment.

Sample of Affinity Group End-of-Year Survey comments:

- This group is the best I have been a part of in years.
- Wow, I feel honored to be surrounded by such amazing, life changing colleagues. Thank you for organizing these sessions. We all grow stronger together!
- Sharing ideas / knowledge - sharing resources - learning that we are not alone in the trials of our jobs is one of the perks of my job now.
- I like just learning from each other and understanding how we each conduct business for our clients.
- Thank you all so much for sharing your policies around background checks!! It's amazing that with a quick e-mail we got such great information and I feel so fortunate to have this great group.
- This is such great timing because we were just meeting today about parlor meetings
- I'm glad you will be recording it, and I look forward to listening to garner what I know will be helpful ideas! Thank you for all that you do! And, thank you (and your team, Lisa)

Webinar Offerings

25 topics

594 total participants

Averaging 2-3 monthly



NETWORK
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2019 Webinars

What Motivates Charitable Giving and Successful Donor Engagement	1/23/2019	16
Strengthening the Jewish Foundation of your Agency	2/19/2019	21
Workplace Culture - Boosting Employee Engagement	2/20/2019	7
INFORMATIONAL WEBINAR - NJHSA-KESHET LEADERSHIP PROJECT	3/7/2019	11
NJHSA Association Employee Benefits Plan - Updates & New Offerings	3/12/2019	7
Volunteer Perspective: Industry Insights 2019	3/19/2019	10
Critical (and Growing) IT Security Threats You Must Protect Against NOW	3/20/2019	12
INFORMATIONAL WEBINAR - NJHSA-KESHET LEADERSHIP PROJECT	4/15/2019	10
Bridging the Gap Between HIPPA and Technology	4/30/2019	11
Saving Lives - A Conversation about Suicide & Overdose Prevention in the Jewish Community	5/15/2019	32
Telemental Health - From Longing to Belonging	6/6/2019	48
THE CATAPULT PAPERS – THE FUTURE OF WORKFORCE DEVELOPMENT	6/17/2019	26
From Longing to Belonging—A New Approach to Inclusion for Jewish Communal Agencies	6/19/2019	27
Uniper and NJHSA: Working Together to Maximize Technology to Reduce Senior Isolation	7/9/2019	35
Advocacy Webinar – Protect the Violence Against Women Act!	7/23/2019	13
2019 NJHSA Pillar of Excellence Award Winning Program - JFS San Diego's On the Go	8/6/2019	25
Lockdown: Talking to Teens about	9/10/2019	23
Gimbal Foundation - Digital Marketing	9/12/2019	83
It Takes a Village - Learn How JFS Winnipeg	9/17/2019	18
501c call on unemployment	10/22/2019	4
Town Hall: COA Peer Review Recruitment	11/12/2019	30
How to Thrive in Life's Newest Stage: Middlecence	11/20/2019	21
"How Do We Compare" National Workforce Development	11/21/2019	33
Tips and Tricks for Running a Successful Kosher Food Pantry	11/26/2019	38
Let's Get One Thing Straight - I'm Not!	12/5/2019	33
TOTAL # of participants		594

NJHSA STRATEGIC PLAN: FY 2020-2023



NETWORK OF JEWISH HUMAN SERVICE AGENCIES

50 Eisenhower Drive, Ste. 100 Paramus, New Jersey 07652

Mission:

Unifying the Jewish human service sector, the Network fosters high impact solutions, innovative practices and dynamic opportunities to strengthen member agencies to meet changing individual and community needs.

Values:

Guided by the core Jewish mandate to “repair the world”, the Network of Jewish Human Service Agencies embraces the following:

- ▶ Realizing IMPACT - achieving excellence as a catalyst and change agent for the Jewish human service sector
- ▶ Cultivating DIVERSITY - fostering equity and inclusion in all Network initiatives
- ▶ Demonstrating LEADERSHIP - promoting best practices and advocating for the diverse needs of the sector
- ▶ Delivering VALUE - providing constructive resources to maximize member agency capacities
- ▶ Recognizing INNOVATION - identifying and implementing creative and effective solutions to challenges
- ▶ Optimizing CONNECTIVITY - leveraging the power that derives from a unified Network

Strategic Recommendations	Responsible Party	Other Involved Parties	Measurable Impact	Status Notes
ADVOCACY PILLAR				
Expand relationship building efforts with other key advocacy groups	Washington Rep	CEO	Minimum of 2 new groups per year	
Increase frequency of statements/op-eds	CEO	Washington Rep Board Chair Advocacy Committee Chair	Minimum of 4 per year	
Provide advocacy trainings to member agencies.	Washington Rep	CPO Advocacy Committee Chair	Minimum of 2 per year	
BEST PRACTICES PILLAR				
Establish NJHSA Best Practices Registry for member agency use.	CPO	CEO Best Practices Committee	Template with fields in place by end of 2020, training and implementation in 2021; fully operational by 2023	
Operationalize membership database to collect and report on Network data.	CEO	CPO Operations Manager	Template with fields in place by end of 2020; training and implementation in 2021; fully operational by 2023.	
Connect with universities engaged in common interests with NJHSA member agencies	CEO	CPO	Identify opportunities by end of 2020 and initiate at least one collaborative effort by end of 2021.	
INNOVATION PILLAR				
Advance innovation planning efforts to address two to three Network wide challenges each year.	CEO	CPO Innovation Committee Consultants, as needed	Minimum of 2 challenges per year	

NJHSA STRATEGIC PLAN: FY 2020-2023

Strategic Recommendations	Responsible Party	Other Involved Parties	Measurable Impact	Status Notes
Provide support and training opportunities to member agencies to help facilitate their evolution in becoming more innovative workplaces	CEO	CPO Innovation Committee Consultants, as needed	Minimum of 2 concrete training/education efforts per year	
Establish partnerships with Centers for Social Innovation in US, Canada and Israel	CEO	Chair, Innovation Committee	Secure minimum of 1 partnership by 2023	
<i>PARTNERSHIPS PILLAR</i>				
Develop partnerships with coalition groups, other membership associations, government departments, corporations, organizations with shared agendas	CEO	CPO Director of Marketing Director of Membership Washington Rep	Ongoing – at least one new partnership per year	
Grow the diversity and range of member agency benefits to ensure their usefulness	Director of Membership	CEO Director of Marketing	Ongoing – minimum of two new member agency benefits per year and minimum of 5% increased use of available benefits as measured by vendor reports shared with NJHSA	
<i>FUNDING</i>				
Seek and implement meaningful grant opportunities in support of member agencies	CEO		Minimum of 1 new opportunity per year	
Develop annual friend-raising and fundraising campaign which ultimately secures donations beyond the Board	CEO	Director of Marketing Operations Manager Board Chair	New effort to be launched in 2020. Number of gifts from non-Board members will be tracked.	

NJHSA STRATEGIC PLAN: FY 2020-2023

Strategic Recommendations	Responsible Party	Other Involved Parties	Measurable Impact	Status Notes
Continue to identify and develop revenue sharing opportunities with affiliated partners/vendors	CEO	Director of Membership Director of Marketing	Ongoing – minimum of 1 new revenue sharing opportunity per year	
MEMBERS				
Launch robust outreach campaign to identify and engage prospective members	Director of Membership	CEO Director of Marketing	New effort to be launched in 2020	
Launch implementation of membership database and fully engage membership in its implementation	CEO	CPO Operations Manager	New effort to be launched in 2020	
Ensure ongoing connections with existing members, including onboarding process for new member agencies and building connections beyond the CEO level	CEO	CPO Director of Marketing Director of Membership	Satisfaction survey will be implemented in 2020 to gauge existing member satisfaction/engagement, and then measured annually Same with new members	
BOARD				
Develop and administer annual assessment process to ensure that Board membership reflects needed skills sets and diversity	Board Chair	CEO Governance Committee Nominating Subcommittee	Implement and assess annual assessment process	
Ensure that Governance Committee and Nominating subcommittee develop robust and ongoing efforts to support nominating, onboarding and ongoing education efforts for Board members	Board Chair	CEO Governance Committee Nominating Subcommittee	Implement and assess annual efforts for onboarding and education	

NJHSA STRATEGIC PLAN: FY 2020-2023

Strategic Recommendations	Responsible Party	Other Involved Parties	Measurable Impact	Status Notes
Optimize the utilization of the Board portal to facilitate communication between meetings and to ensure easy access to Board communication and governance documents as needed	Director of Marketing	CEO Manager of Operations	Surveyed Board members will agree that Board portal has improved their engagement during 2020, at end of 2020	