

# 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

| <b>Strategic Recommendations</b>   | <b>Responsible Party</b> | <b>Other Involved Parties</b>                                | <b>Measurable Impact</b>  | <b>Status Notes</b> |
|--|--------------------------|--|---|---------------------|
| <b>ADVOCACY PILLAR</b>   |                          |  |   |                     |
| 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<br>Board Chair<br>Advocacy Committee<br>Chair | Minimum of 4 per year   |                     |
| Provide advocacy trainings to member agencies.   | CPO                      | Washington Rep<br>Advocacy Committee<br>Chair                | Minimum of 2 per year   |                     |
| <b>BEST PRACTICES PILLAR</b>   |                          |  |   |                     |
| Establish NJHSA Best Practices Registry for member agency use.                                 | CPO                      | CEO<br>Best Practices<br>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<br>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.          |                     |
| <b>INNOVATION PILLAR</b>   |                          |  |   |                     |
| Advance innovation planning efforts to address two to three Network wide challenges each year. | CEO                      | CPO<br>Innovation Committee<br>Consultants, as needed        | Minimum of 2 challenges per year  |                     |

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|--|--------------------------|--|---|---------------------|
| Ensure ongoing training on the process of innovation to increase member agency capacity and to support the development of agency cultures which embrace innovation | CEO                      | CPO<br>Innovation Committee<br>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                         |                     |
| <b><i>PARTNERSHIPS PILLAR</i></b>  |                          |  |   |                     |
| Develop partnerships with coalition groups, other membership associations, government departments, corporations, organizations with shared agendas                 | CEO                      | CPO<br>Director of Marketing<br>Director of Membership<br>Washington Rep | Ongoing – at least one new partnership per year                 |                     |
| Grow the diversity and range of member agency benefits   | Director of Membership   | CEO<br>Director of Marketing   | Ongoing – minimum of two new member agency benefits per year    |                     |
| <b><i>FUNDING</i></b>  |                          |  |   |                     |
| Seek and implement meaningful grant opportunities in support of member agencies  | CEO                      |  | Minimum of 1 new opportunity per year                           |                     |
| Develop annual fundraising campaign which secures donations beyond the Board   | CEO                      | Director of Marketing<br>Operations Manager<br>Board Chair               | New effort to be launched in 2020                               |                     |
| Continue to identify and develop revenue sharing opportunities with affiliated partners/vendors  | CEO                      | Director of Membership<br>Director of Marketing                          | Ongoing – minimum of 1 new revenue sharing opportunity per year |                     |
| <b><i>MEMBERS</i></b>  |                          |  |   |                     |
| Launch robust outreach campaign to identify and engage prospective members   | Director of Membership   | CEO<br>Director of Marketing   | New effort to be launched in 2020                               |                     |

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|---|--------------------------|--|---|---------------------|
| Launch implementation of membership database and fully engage membership in its implementation  | CEO                      | CPO<br>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<br>Director of Marketing<br>Director of Membership | Satisfaction survey will be implemented in 2020 to gauge existing member satisfaction/engagement, and then measured annually<br>Same with new members |                     |
| <b>BOARD</b>  |                          |  |   |                     |
| Develop and administer annual assessment process to ensure that Board membership reflects needed skills sets and diversity  | Board Chair              | CEO<br>Governance Committee<br>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<br>Governance Committee<br>Nominating Subcommittee | Implement and assess annual efforts for onboarding and education  |                     |
| 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<br>Manager of Operations                           | Surveyed Board members will agree that Board portal has improved their engagement during 2020, at end of 2020   |                     |