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## **Strategic Plan 2024-2026**

**Background:** Since its inception six years ago, The Network has experienced rapid growth expanding from 140 to just under 180 member agencies. Prior to the COVID pandemic, The Network adopted a Strategic Plan, spanning 2020-2023. During this period, The Network transformed a traditional membership association to a unified, integrated network, excelling as a convener and funding provider to address key sector issues. As The Network embarks on its "Second Chapter," the 2024-2026 Strategic Plan re-examines The Network's purpose, assesses past actions in response to the needs of the sector, and identifies critical planning issues to address the needs of its growing membership. The Plan will support The Network in its efforts to prioritize initiatives, determine needs requiring investment, and ensure that The Network is positioned for continued growth and responsiveness.

### **Considerations in Developing the Plan**

Below are some of the current challenges and trends that helped shape the basis for The Network's strategy and its roadmap for the future.

**Diverse Membership/Diverse Needs:** Need to deliver content to address the diverse and complex needs of membership.

**Volume & Need Increasing:** Need to address infrastructure challenges related to communications, assessment of organizational impact and related operational systems.

**Advocacy & Reputation:** Need to increase advocacy, influence policy, and address perception challenges; how member agencies are funded, what services they provide, who they serve and the quality of client services.

**Lay & Corporate Engagement:** Need to attract and engage philanthropic lay leadership. Need to engage with the corporate/for profit sector and build connections with corporate commitments to social responsibility.

**Mission:**

To strengthen the capacity of member agencies and amplify the impact of the Jewish human service sector.

**Vision:**

A world where all people have the support they need to thrive.

**The Network's Core Values**

Core values influence The Network's culture and practices. The Network's core values unify the organization around a common decision-making approach. The Network Board of Directors and The Network professional staff agree to hold themselves and each other accountable to these values as we work together to accomplish the strategic plan. *\*No proposed changes to existing core values*

**Guided by the core Jewish mandate to "repair the world," the Network of Jewish Human Service Agencies embraces the following values:**

- 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.
- Recognizing **INNOVATION**- Identifying and implementing creative and effective solutions to challenges.
- Optimizing **CONNECTIVITY**- Leveraging the power that derives from a unified Network.

## **Critical Planning Issues**

These are the issues that, through discussions with key stakeholders including member agencies, Network staff, Network board members and funders, were identified as The Network's greatest opportunities, yet remain significant challenges. It was decided that these three issues will drive and inform The Network's strategic plan for the next three years.

### **Thought Leadership and Advocacy:**

The Network must ensure that sufficient resources and human capital are available and dedicated to maintaining its role as a thought leader for the Jewish human service sector and continuing to serve as a valuable resource to its stakeholders.

### **Capacity Building Resource for Members:**

The Network must continue to develop and offer high-quality capacity-building resources to meet the evolving needs of its members. The Network has a responsibility to communicate extensive content in a clear and timely fashion. In doing so, The Network must evaluate, reassess, and improve its communication strategies to ensure maximum engagement and accessibility.

### **Managing Growth & Internal Resources:**

The Network has proven itself to be an invaluable resource to the Jewish human service sector and beyond. To manage through crises and continued growth, The Network must focus on internal infrastructure needs, diversifying its funding and growing unrestricted funding.

	STRATEGIC GOALS
Thought Leadership & Advocacy	1. The Network is widely recognized as the Jewish voice and thought leader in the human service sector.
Capacity Building Resource for Members	2. The Network's programs and offerings meet member needs and expectations.
	3. The Network's programs and offerings are effectively communicated and accessible.
Managing Growth & Internal Resources	4. The Network will develop and implement strategies to grow its unrestricted revenue to achieve sustainable support for program offerings and operations.

WHAT SUCCESS LOOKS LIKE	
<p>GOAL 1:</p> <p>The Network is widely recognized as the Jewish voice and thought leader in the human service sector.</p>	<ul style="list-style-type: none"> <li>The Network leads on issues of importance to the sector and is invited to meetings, coalitions, and spaces where there is an opportunity to influence decision making and increased opportunity to highlight the Jewish human service sector's role, impact, and reputation.</li> </ul>

	<ul style="list-style-type: none"> <li>• The Network is sought after and invited to serve as a resource on behalf of Network member and the broader Jewish human service sector.</li> <li>• Network membership continues to increase without increased attrition, and The Network continues to attract funding.</li> <li>• The Network proactively develops responses that addresses the impact of antisemitism and crises.</li> </ul>
<p>GOAL 2:</p> <p>The Network's programs and offerings meet member needs and expectations.</p>	<ul style="list-style-type: none"> <li>• Increasingly, Network members provide positive feedback on the timeliness, relevance, quality of Network programs and offerings.</li> <li>• Increasingly, members utilize The Network (registrations, conferences, member dashboard).</li> <li>• Network members have clear expectations of what membership includes/of The Network.</li> <li>• Network membership continues to increase.</li> <li>• True attrition remains below 2%. True Attrition Definition: members leave because the Network does not meet your needs.</li> <li>• The Network supports its members during times of crisis.</li> <li>• The Network positions its members to be crisis responders.</li> </ul>
<p>Goal 3:</p> <p>The Network's programs and offerings are effectively communicated and accessible.</p>	<ul style="list-style-type: none"> <li>• The Network sees an increase in the number of individuals participating in its programs, offerings and virtual engagement/utilization (Member Dashboard).</li> <li>• Positive feedback around communication and accessibility</li> <li>• Increased brand awareness</li> <li>• All electronic communications are ADA compliant</li> <li>• Members realize the benefit of their membership</li> <li>• Every member wants to put Network logo on their website.</li> </ul>
<p>GOAL 4:</p> <p>The Network will develop and implement strategies to grow its unrestricted revenue to achieve sustainable support for program offerings and operations.</p>	<ul style="list-style-type: none"> <li>• The Network's formal development plan includes all potential sources and strategies for increasing unrestricted revenue.</li> <li>• The Network achieves increased unrestricted revenue</li> </ul>

# Strategic Planning Committee Members

- Al Benarroch
- Joan Grayson Cohen
- Sandy Danto
- Paula Goldstein
- Susan Friedman
- Judy Halper
- Mark Hetfield
- Michael Hopkins
- Robert Hyfler
- Balraj Kalsi
- Elaine Katz
- Erik Lindauer
- Jay Miller
- Lori Moss
- Perry Ohren
- Amy Israel Pregulman
- Howard Sitron
- Roselle Ungar
- Eli Veitzer

## Network Staff

- Linda Blumberg
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- Tricia Stern
- Sarah Welch