

## **YEAR 2 WORK PLAN**

Similar to last year, this work plan is not a representation of the totality of Federation's efforts. Rather, it reflects a thoughtful process of what new or enhanced initiatives will be implemented specifically to achieve global strategic objectives. As this is a 5-year plan, emphasis will be placed on different areas in different years. The years coincide with the Federation's fiscal year (July 1 to June 30). While some initiatives are a one year effort, others build from year to year.

Although not specifically outlined in the work plan, there are a few global actions/attitudes that will help us achieve success:

1. **Making our mission, vision, core values and corporate principles actionable** and a constant aspect of our work. Before Federation implements a new initiative or program, we will always question:
  - a. How can it be more inclusive or accessible, including our messaging?
  - b. Does it further our Jewish core values which make us unique?
  - c. With a broad and holistic understanding of what happens in the Jewish community, can we encourage partnership first and bring individuals and organizations together?
  - d. Can we increase transparency and accountability?
2. Professional staff and board members make the time for **more 1:1 meetings and discussions, and to be present at community events** and functions to understand community concerns, connect with agencies and community organizations, hear ideas and connect with an increasing number of individuals. Federation will focus on customer service and satisfaction in all interactions
3. **Focused leadership** – in order to successfully accomplish the strategic plan, we need to stay focused on activities that directly advance the goals within this strategic plan, and not be afraid to decline other important initiatives and ideas that do not align with these goals.
4. While there is a need to demonstrate progress, this must be balanced by the needs to **research best practices, facilitate discussions and consult with key stakeholders.**

**Goal #1: Increase Financial Resources to support the Jewish communities of Ottawa, Israel and the world**

Key Objective	Specific Initiatives	Year 1 Work Plan	Key Performance Indicator/Outcome Year 2
Increased resources available for allocation	Expand Corporate Partners Program	Partially achieved in Year 1 with the addition of 1 corporate partner	Minimum 2 new corporate partners added
Increased Annual Campaign	Increased efforts to encourage Face to Face canvassing	Build on efforts of Year 1 work plan	Minimum increase of 15% in face to face canvassing
	Focus on new and lost donors		Minimum 300 new/lost donors give to to Annual Campaign 2016 (increase from 228)
Focus on Emerging Generation	Implement pilot project on pillar giving		Minimum 30% increase in revenue
	Implement pilot project on event based giving		Minimum 45 new donors
An overall goal, supported by many of these initiatives is to have an increased annual campaign			

**Goal #2: Manage and communicate a transparent and responsible process to allocate funds from the Annual Campaign**

Key Objective	Specific Initiatives	Year 1 Work Plan	Key Performance Indicator/Outcome Year 2
Review education funding formula (day and supplemental school)	Form a committee, consult key stakeholders and recommend changes to funding process		Board approved policy used in 2016/17 school funding
Implement and evaluate new grants review process utilized for agency allocation (new process was a Year 1 deliverable)	Survey agencies for feedback on process	New grants review process was undertaken as part of Year 1 work plan	Process is refined with minimum 70% of agencies providing input

**Goal #3: Foster greater cooperation and partnership among community agencies and organizations**

<b>Key Objective</b>	<b>Specific Initiatives</b>	<b>Year 1 Work Plan</b>	<b>Key Performance Indicator/Outcome Year 2</b>
<b>Increase opportunities for Jewish organizations to work together</b>	Offer one high level training for all Jewish organizations	Build on successful efforts of Year 1 work plan	90%+ satisfaction rate from participants
	Facilitate discussions on amalgamation of Orthodox day school (also goal #4)		Leadership of Orthodox day schools make a decision
	Implement Jewish Women's Renaissance Program Israel Trip with numerous partners		Minimum 25 participants register for Fall 2016 experience and a collaborative follow-up plan created and implemented

**Goal #4: Expand involvement and engagement in Jewish life and learning, for all ages**

<b>Key Objective</b>	<b>Specific Initiatives</b>	<b>Year 1 work plan</b>	<b>Key Performance Indicator/Outcome Year 2</b>
<b>Increase enrollment in day and supplemental schools</b>	Develop financial incentive program to increase day school enrollment	Build on efforts of Year 1 work plan	Enrollment in Senior Kindergarten increases by minimum 35%
	Social mapping (e.g. networking) to help identify young families with school-aged children		Enrollment in Senior Kindergarten increases by minimum 35%
	High school task force completes work		High school task force approved by the board and implementation begins on recommendations as appropriate
	Explore possibilities for supplementary school amalgamation with key stakeholders		Report to Board with recommendations by June 2016
<b>Increase involvement in Jewish life</b>	Expand the Shabbat Project		Add one additional community-wide program and increase participation in Unity Havdallah by a minimum of 10%
	Raise \$50,000 and implement Shinshinim program	Not achieved in Year 1 work plan	Funds are raised and 2 Shinshinim to begin work in Ottawa September 2016
<b>Create a more</b>	Implement recommendations from Inclusivity Task Force to identify champions in under-represented segments of	Inclusivity Task Force was undertaken as	Champion identified in a minimum of 5 disparate communities and minimum of 1

<b>welcoming and inclusive Jewish community</b>	the community (also Goal #5)	part of Year 1 work plan	initiative to connect to other members in each community
	Greater focus on social media (also Goal #5)		Increase social media interactions by 25%

**Goal #5: Attract and develop diverse volunteers and leaders**

<b>Key Objective</b>	<b>Specific Initiatives</b>	<b>Year 1 Work Plan</b>	<b>Key Performance Indicator/Outcome Year 2</b>
<b>Create a volunteer matching program</b>	InfoCentre to create and maintain an evolving list of volunteer opportunities in the community		Minimum placement of 30 new volunteers into roles within Federation, agencies and community organizations
<b>Engage and develop leaders through a continuum of leadership programs</b>	Agency young leadership mission to Israel (also goal #3)		Mission with 15 minimum participants and a follow-up plan created and implemented