



## **Strategic Plan Jewish Family Services\***

**2022—2025**

### **The Need**

Jewish Family Services (JFS) was founded in 1991 and has not had a strategic plan of its own for many years, though the agency had been part of the Greensboro Jewish Federation's (GJF) last strategic plan in March 2018. The agency set off on a journey to create a three-year plan to guide it in providing services and programs to the community. Taking into consideration the GJF strategic plan and a limited budget, the goal was to develop a plan focusing on JFS.

### **The Process**

A search that looked at larger consulting firms was determined to be beyond the budget and scope of the project. The agency then reviewed the recently released strategic plans of the Jewish Foundation of Greensboro and North Carolina Hillel. Based on their recommendations and best business practices, a contract was made with Ronnie Grabon, business coach and former board member, to help facilitate this process. The recommendation was to focus on a work plan to identify the agency's values, vision, mission, and goals and action steps, using a modified SWOT approach.

### **Values, Vision, and Mission**

Several board members researched and created a list of 10-12 Jewish values. Staff and board members discussed the list and then ranked their top five values which were adopted. A small group of members of the community, staff and board crafted a vision statement while a third group revisited JFS's 2019 mission statement. The recommendations went to the JFS Board where the new statements were approved.

### **Modified SWOT**

Concurrently, we surveyed a group of some 70 community members, staff, and board members and received approximately 40 responses. Two questions were asked: 1) what would you like to see JFS accomplish or achieve? and 2) what are your dreams for JFS? We later returned to the staff and board to conduct a modified SWOT exercise based on three questions. Those questions were: 1) what does JFS do well? 2) what could we do better or more of? and 3) what should be our priorities? We also looked carefully at the GJF's Strategic Plan to identify items that were relevant to Jewish Family Services.

This material (including the initial survey of 70) was sent to our consultant who analyzed it and created six themes: Internal, Life Continuum, Community, Volunteering, Refugees, and Mobilization. At a follow-up meeting, this was reduced to 5 themes with the refugee category rolled into mobilization. Ronnie created a user-friendly chart which summarized the themes and highlighted strengths and weaknesses.

At a hybrid meeting, this chart was presented to small groups comprised of community members, staff and the board. Four themes were agreed upon as the focus of the strategic plan. Each group focused on one of the four themes to create goals and action plans. Each group presented their ideas to the entire gathering. Betsy Gamburg, Danielle Swick and Michele Gordon reviewed and edited the goals and action plans, creating the draft of the strategic plan.

### **Next Steps**

- Share strategic plan with JFS staff and obtain feedback
- Share strategic plan with JFS Board for discussion and vote
- Share strategic plan with Federation Board and Executive committee, no vote needed
- Discuss implementation with the staff
- Implement action steps in strategic plan over the next 3 years
- Document achievements/successes toward completing the action steps
- Revise and update the plan as needed, based on progress

### **Thank You**

Thank you to community members, JFS staff and board members who participated in creating this strategic plan. It would not have been possible without the assistance of:

Marlene Baruch, Sylvia Berkelhammer, Peggy Bernstein, Steve Bombart, Gail Bretan, Marilyn Chandler, Katy Claussen, John Cohen, Allison Crossman, Ari Gauss, Michele Gordon, Maya Gurfinkel, Julia Goldsmith, Michele Haber, Jenny Kaiser, Janet Kanode, Harvey Katz, Mila Kilimnik, Rima Kleiner, Steve Lewensohn, Amanda Loflin, Michelle Lunney, Scott Milman, Barbara Neitlich, Emily Nudelman, Wendy Pake, Caroline Panzer, Susan Pinsker, Madeline Reed, George Rubenstein, Lenny Samet, Jamie Schleuning, Jenny Schultz, Lee Shapiro, Steve Shavitz, Joyce Shuman, Sue Simmons, Tom Sloan, Elizabeth Strasser, Jenn Strasser, Polly Strasser, Danielle Swick, Tammi Thurm, Julia Watkins, Erica Weissburg, and Rachel Villalba.

Special thanks to our consultant, Ronnie Grabon, for her expertise, flexibility, and passion for this project.

Michele Gordon, Board Chair 2020-2022

Danielle Swick, Board Chair 2022—2024

Betsy Gamburg, Past JFS Director

**\*Since the bulk of the work on this plan was completed, the long-term ED announced her retirement. Effective 1/31/2023. This may lead to some internal reorganization to allow the agency to be fully prepared to implement this plan.**

## **JFS Strategic Plan**

### **Goal One:**

**Increase the ability and efficiency of JFS to address and meet the growing psycho-social needs of the Jewish community**

- Increase staff capacity by adding additional social work hours
- Assure needs of Holocaust survivors are met
- Develop new and creative programming to provide social stimulation and decrease social isolation and loneliness
- Develop mechanisms to increase awareness of psycho-social services and programs
- Explore digital programs that will help manage information

### **Goal Two:**

**Connect Jewish community members to meaningful volunteer opportunities in the Jewish community and in the Greensboro community**

- Work with partners of JFS and community organizations regarding expanded opportunities for volunteers
- Stronger emphasis on volunteer interests by seeking feedback from volunteers and others regarding current opportunities and new ones
- Increased marketing about volunteer opportunities through social media and other strategies
- Generate an annual calendar of volunteer events and opportunities
- Place volunteer application on the website
- Create a task force to work on and carry out ideas to reach more potential volunteers
- Seek new ways to support volunteers

### **Goal Three:**

**Strengthen relationships in the larger community by means of organizational partnerships that align with the mission of JFS**

- Reach out to JFS, GJF, and Foundation Boards to identify other organizations for partnership
- Increase JFS staff outreach to community organizations regarding viable partnerships
- Encourage staff and community participation in organizations that address issues important to Greensboro including food insecurity, diversity, equity, and inclusion and more

### **Goal Four:**

**Create a positive work environment where employees feel supported, valued, and morally congruent with their work**

- Assure budget includes funding for professional development and staff are encouraged to participate
- Advocate for salary increases and work flexibility and seek other opportunities to reward work well done
- Obtain staff feedback regarding job and workplace and implement positive ideas
- Find other ways to improve morale and make the workplace responsive to staff needs