

# Strategic Plan

2014 to 2019



Max M. Fisher Federation Building

6735 Telegraph Road – Suite 140

Bloomfield Hills, MI 48301

248-642-5393

*Community  
Engagement*

*Media  
Relations*

*Israel  
Advocacy*



## Mission

To represent the metropolitan Detroit Jewish community, Israel and Jews throughout the world to the general community, and to establish collaborative relationships with other ethnic, racial, civic and religious groups. JCRC educates and advocates on important issues, seeking consensus with a commitment to Jewish values.

## Vision

The Jewish Community Relations Council should be:

- The agency for community relations representing the metropolitan Detroit Jewish community that is highly sought out and respected by Jews and non-Jews.
- The agency that promotes the interests of major Jewish organizations and other agencies through government relations at the federal, state and local levels and the media.
- Highly involved in issues affecting the Jewish community, Detroit and its suburbs, and Israel.
- An agency known for fairness and impartiality, concern for social justice and Jewish values.

## Values

The following values provide the foundation for JCRC's vision and inform the manner in which we fulfill our mission:

- ***Tikkun Olam – Repair the world.*** Making the world a better place for children, the aged, the sick and hungry, Jews and non-Jews.
- ***B'Tselem Elokim – All created in G-d's image.*** Ensuring respect for individuals regardless of race, religion, ethnicity, gender, sexual orientation or physical or mental disability.
- ***Darchei Shalom – Paths of peace.*** Keeping peace through ongoing and effective inter-group relations, and continuing to promote mutual respect and foster understanding within our community.
- ***Kol Yisrael Arevim Zeh La Zeh – All in the House of Israel are responsible for one another.*** Continuously working to support and aid Jews at home, in Israel and around the world.
- ***Lo Ta'amod Al Dam Rey'echa – Do not stand idly by.*** Demonstrating our commitments through activism and mobilization to ensure that our voice is heard on issues of vital importance to the Jewish community.
- ***Im ein ani li, mi li? U'kh'she'ani le'atzmi, mah ani? V'im lo'akhshav, eimatai? – If I am Not for Myself, Who Will be for Me? If I am Only for Myself, What Am I? And, If Not Now, When?*** Actively advocating for Jewish community interests while working in concert with other faith and ethnic communities to simultaneously pursue issues of universal concern.
- ***Shalom Bayit – Peace in the Home.*** Committing to settling disputes and engaging in all our activities in a peaceful and respectful manner.

## Strategic Focus Area I: Strategic Programming

**Objective:** JCRC provides quality programming to effectively and efficiently advance its mission through an intentional focus on: A) community engagement, B) media relations, C) government relations and D) Israel advocacy.

### A) Community Engagement

- Use intergroup (interfaith/interethnic) relations to provide a Jewish voice and perspective within the general community, and to develop relationships outside of the Jewish community for promoting common causes.
- Use intragroup relations (within the Jewish community) to resolve conflicts within the community and strengthen the communal ties within that community.

	Required actions and sub-actions	Champion(s) of action	Desired outcomes	How success will be measured	Timing
<b>1. Intergroup (interfaith/interethnic) relations</b>					
a.	Sustain and expand JCRC's participation in intergroup partnerships and coalitions	<ul style="list-style-type: none"> <li>• JCRC staff</li> <li>• Intergroup Task Force (ITF)</li> </ul>	<ul style="list-style-type: none"> <li>• Increased recognition of JCRC by intergroup leaders</li> </ul>	<ul style="list-style-type: none"> <li>• Number of intergroup partnerships and coalitions JCRC in which participates</li> </ul>	Ongoing
b.	Sustain and expand JCRC's relationships with community leaders outside the Jewish community	<ul style="list-style-type: none"> <li>• JCRC staff</li> <li>• Board of directors (BOD)</li> </ul>	<ul style="list-style-type: none"> <li>• Increased recognition of JCRC by general community leaders</li> </ul>	<ul style="list-style-type: none"> <li>• Number of meetings and connections made with community leaders outside the Jewish community</li> </ul>	Ongoing
c.	Maintain and expand JCRC presence in non-Jewish organizations	<ul style="list-style-type: none"> <li>• BOD</li> </ul>	<ul style="list-style-type: none"> <li>• Greater Jewish community interaction with non-Jewish community leaders</li> <li>• Increased visibility of Jewish community engagement with and commitment to the general community</li> </ul>	<ul style="list-style-type: none"> <li>• Number of JCRC representatives involved with other organizations</li> </ul>	Ongoing

	<b>Required actions and sub-actions</b>	<b>Champion(s) of action</b>	<b>Desired outcomes</b>	<b>How success will be measured</b>	<b>Timing</b>
d.	Restore the community associate's position to full time status	<ul style="list-style-type: none"> <li>Executive Director (ED) hires</li> <li>President approves</li> </ul>	<ul style="list-style-type: none"> <li>Restoration of JCRC's level of community relations programming</li> </ul>	<ul style="list-style-type: none"> <li>Number of JCRC community relations programs</li> <li>Number of participants in or reached through those programs</li> </ul>	By Q4 2015 – dependent upon funding
<b>2. Intragroup relations (within the Jewish community)</b>					
a.	Conduct research to identify the public affairs needs and concerns of the Jewish community	<ul style="list-style-type: none"> <li>JCRC staff</li> <li>Volunteers</li> <li>Possible university research unit</li> </ul>	<ul style="list-style-type: none"> <li>JCRC advocacy and programming that is consistent with and promotes community consensus</li> </ul>	<ul style="list-style-type: none"> <li>Generation of an accurate and actionable profile of the Jewish community's public affairs needs and concerns</li> </ul>	Q1 2015
b.	Coordinate public meetings, town halls, briefings and other community convenings on critical topics of concern throughout the Jewish community	<ul style="list-style-type: none"> <li>JCRC staff</li> <li>Chair of Government Relations Task Force (GRTF)</li> <li>JCRC officers</li> </ul>	<ul style="list-style-type: none"> <li>JCRC advocacy and programming that is consistent with and promotes the community's consensus</li> <li>Greater community understanding and consensus on public issues</li> <li>Greater consensus within the Jewish community on major public policy issues</li> </ul>	<ul style="list-style-type: none"> <li>Number of and attendance at community meetings</li> <li>Number and scope of implementable suggestions generated at meetings</li> </ul>	Quarterly beginning Q 1 2015

	Required actions and sub-actions	Champion(s) of action	Desired outcomes	How success will be measured	Timing
<b>2. Intragroup relations (within the Jewish community)</b>					
c.	Build JCRC's public policy agenda and develop agency programming that reflects the Jewish community's consensus on issues	<ul style="list-style-type: none"> <li>JCRC staff</li> <li>BOD</li> </ul>	<ul style="list-style-type: none"> <li>JCRC advocacy and programming that is consistent with and promotes the community's consensus</li> <li>Greater community understanding and consensus on public issues</li> <li>Enhanced community awareness and appreciation of JCRC</li> </ul>	<ul style="list-style-type: none"> <li>Annual review of JCRC policy agenda</li> <li>Annual review of JCRC programming</li> </ul>	Ongoing
d.	Build and strengthen relationships with Jewish community leaders and other Jewish organizations representing a diversity of viewpoints	<ul style="list-style-type: none"> <li>JCRC staff</li> <li>BOD</li> </ul>	<ul style="list-style-type: none"> <li>JCRC receives community input from a diversity of viewpoints</li> <li>Enhanced awareness, credibility, appreciation and support of JCRC among Jewish community leaders</li> <li>Greater synergy and efficiency of activities involving JCRC with other organizations</li> </ul>	<ul style="list-style-type: none"> <li>Number of presentations JCRC makes before other Jewish organizations</li> <li>Possible amendment of JCRC bylaws to designate some BOD seats for representatives of other Jewish organizations</li> </ul>	Ongoing

### 3. Crisis management

	<b>Required actions and sub-actions</b>	<b>Champion(s) of action</b>	<b>Desired outcomes</b>	<b>How success will be measured</b>	<b>Timing</b>
a.	Plan and manage JCRC response to crises and high risk situations	<ul style="list-style-type: none"> <li>JCRC staff and officers</li> </ul>	<ul style="list-style-type: none"> <li>Advancement of JCRC public affairs agenda</li> <li>Promotion of Jewish and general community interests</li> <li>Increased recognition of JCRC's value to the Jewish and general communities</li> </ul>	<ul style="list-style-type: none"> <li>Post-crisis reviews</li> </ul>	As crises arise
b.	Provide crisis management planning and consultation services to Federation and other Jewish community organizations	<ul style="list-style-type: none"> <li>JCRC staff</li> </ul>	<ul style="list-style-type: none"> <li>Reputation protection for Federation and other client organizations</li> <li>A stronger, more cohesive Jewish community</li> <li>Increased recognition of JCRC's value to Federation and other client organizations</li> <li>Possible new fee income from crisis management services provided to other organizations</li> </ul>	<ul style="list-style-type: none"> <li>Number of requests for crisis management help from other organizations</li> <li>Post-crisis reviews</li> </ul>	As called upon by Federation and other organizations

## B) Media Relations

**Objective:** JCRC maintains its position as the “go to” organization for news and critical information regarding the Jewish community and Israel.

1. Engagement with media leaders					
	Required actions and sub-actions	Champion(s) of action	Desired outcomes	How success will be measured	Timing
a.	Media briefings	<ul style="list-style-type: none"> <li>JCRC staff</li> <li>President</li> </ul>	<ul style="list-style-type: none"> <li>News coverage and editorial content that is supportive of Jewish community concerns and Israel</li> <li>Favorable publicity of Jewish community events and programs</li> </ul>	<ul style="list-style-type: none"> <li>Number of briefings provided to news organizations</li> <li>Quality and quantity of participants in briefings</li> <li>Post-briefing feedback</li> <li>Follow-up news opportunities generated at or resulting from briefings</li> </ul>	Target: Once per year with each major local news outlet
b.	Media luncheons	<ul style="list-style-type: none"> <li>JCRC staff</li> </ul>	<ul style="list-style-type: none"> <li>News coverage and editorial content supportive of Jewish community concerns and Israel</li> <li>Favorable publicity of Jewish community events and programs</li> </ul>	<ul style="list-style-type: none"> <li>Number of media leaders and representatives attending luncheon</li> <li>Post-event feedback</li> <li>Follow-up opportunities generated at or resulting from event</li> </ul>	Q4 each year

	Required actions and sub-actions	Champion(s) of action	Desired outcomes	How success will be measured	Timing
<b>2. Community advocacy through the media</b>					
a.	News monitoring and response	<ul style="list-style-type: none"> <li>JCRC staff</li> </ul>	<ul style="list-style-type: none"> <li>Accurate and fair news coverage supportive of Jewish community concerns and Israel</li> </ul>	<ul style="list-style-type: none"> <li>Number of JCRC communications responding to coverage and media outlet responses</li> </ul>	Ongoing
b.	Op-eds and letters to the editor placement	<ul style="list-style-type: none"> <li>JCRC staff</li> <li>BOD</li> <li>Task force chairs</li> </ul>	<ul style="list-style-type: none"> <li>Editorial content supportive of Jewish community concerns and Israel</li> </ul>	<ul style="list-style-type: none"> <li>Number of JCRC-facilitated published op-eds and letters to the editor</li> </ul>	Ongoing
c.	Provide JCRC and Jewish community spokespersons for news interviews	<ul style="list-style-type: none"> <li>JCRC staff</li> <li>President</li> </ul>	<ul style="list-style-type: none"> <li>The Jewish community's viewpoint is included in news reports on community concerns and Israel</li> </ul>	<ul style="list-style-type: none"> <li>Number of JCRC-facilitated news interviews</li> </ul>	Ongoing
d.	Publicize JCRC community events and programs	JCRC staff	<ul style="list-style-type: none"> <li>Successful attendance at and participation in JCRC events and programs</li> <li>Advancement of JCRC community relations goals within both the Jewish and general communities</li> </ul>	<ul style="list-style-type: none"> <li>Number and prominence of news reports publicizing JCRC events and programs</li> <li>Attendance at and participation in JCRC events and programs</li> </ul>	Ongoing



	Required actions and sub-actions	Champion(s) of action	Desired outcomes	How success will be measured	Timing
<b>3. PR services for other organizations</b>					
a.	Publicize events and programs for other Jewish community organizations	<ul style="list-style-type: none"> <li>JCRC staff</li> </ul>	<ul style="list-style-type: none"> <li>New fee income from PR services provided to other organizations</li> <li>Increased recognition of JCRC's value to Federation and other client organizations</li> </ul>	<ul style="list-style-type: none"> <li>Number and prominence of news reports on JCRC-publicized events and programs</li> <li>Attendance at and participation in JCRC-publicized events and programs</li> <li>Favorable feedback from event and program organizers</li> </ul>	Ongoing
b.	Provide media training and other PR counseling services to other Jewish community organizations	<ul style="list-style-type: none"> <li>JCRC staff</li> </ul>	<ul style="list-style-type: none"> <li>New fee income from PR services provided to other organizations</li> <li>Increased recognition of JCRC's value to Federation and other client organizations</li> </ul>	<ul style="list-style-type: none"> <li>Number of media training and PR counseling engagements</li> </ul>	As requested

### C) Government Relations

**Objective:** JCRC effectively advocates for Jewish community issues and concerns at all levels of government.

	Required actions and sub-actions	Champion(s) of action	Desired outcomes	How success will be measured	Timing
<b>1. Develop government relations resources and agenda</b>					
a.	Prepare formal JCRC agendas for government relations on federal, state and local levels	<ul style="list-style-type: none"> <li>Developed by JCRC staff and Government Relations Task Force (GRTF)</li> <li>Approved by officers and BOD</li> </ul>	<ul style="list-style-type: none"> <li>JCRC government relations activities are driven by a well-defined plan for achieving specific goals</li> </ul>	<ul style="list-style-type: none"> <li>Annual advocacy plan prepared and approved by BOD</li> <li>Annual advocacy report card produced</li> </ul>	Q3 each year
b.	Increase the relative amount of time devoted to JCRC public policy development by board	<ul style="list-style-type: none"> <li>President</li> <li>Officers</li> <li>GRTF</li> </ul>	<ul style="list-style-type: none"> <li>Broader and deeper range of issues addressed by JCRC</li> <li>Greater engagement and satisfaction of members of BOD</li> </ul>	<ul style="list-style-type: none"> <li>Number of issues considered and addressed by BOD</li> <li>Feedback from BOD members</li> </ul>	Ongoing
c.	Develop key contacts list of BOD members and friends who have strong relationships with policymakers in the legislative and executive branches at the federal, state and local levels	<ul style="list-style-type: none"> <li>JCRC staff</li> <li>GRTF</li> <li>BOD</li> </ul>	<ul style="list-style-type: none"> <li>A key contacts database will be an effective tool that leverages BOD and staff contacts to gain access to government officials</li> </ul>	<ul style="list-style-type: none"> <li>Number and importance of government officials included in the key contacts list</li> </ul>	Q3 each year
d.	Develop lists of activists and provide them with e-advocacy tools and training for major issues on JCRC's public policy agenda	<ul style="list-style-type: none"> <li>JCRC staff</li> <li>BOD</li> </ul>	<ul style="list-style-type: none"> <li>Community activists are quickly and effectively mobilized for grassroots engagement of government officials</li> </ul>	<ul style="list-style-type: none"> <li>Number of government officials and community members on JCRC's grassroots activist lists</li> </ul>	Beginning Q1 2015

	<b>Required actions and sub-actions</b>	<b>Champion(s) of action</b>	<b>Desired outcomes</b>	<b>How success will be measured</b>	<b>Timing</b>
d.	<b>(continued from previous page)</b> Develop lists of activists and provide them with e-advocacy tools and training for major issues on JCRC's public policy agenda			<ul style="list-style-type: none"> <li>Number of times grassroots activists are mobilized</li> <li>Number who respond by taking action</li> </ul>	Beginning Q1 2015
e.	Develop special projects and programs aimed at engaging young adults in public affairs advocacy	<ul style="list-style-type: none"> <li>JCRC staff</li> <li>BOD</li> <li>Interns</li> </ul>	<ul style="list-style-type: none"> <li>More young adults involved in JCRC programs and attending JCRC events</li> <li>More young adults on BOD</li> </ul>	<ul style="list-style-type: none"> <li>Number of young adults involved in JCRC programs and attending JCRC events</li> <li>Number of young adults on BOD</li> </ul>	Ongoing
f.	Work closely with the DC offices of the Jewish Council for Public Affairs (JCPA), Jewish Federations of North America (JFNA) and other national advocacy organizations	<ul style="list-style-type: none"> <li>JCRC staff</li> <li>President</li> </ul>	<ul style="list-style-type: none"> <li>More effective JCRC advocacy efforts on the federal level</li> </ul>	<ul style="list-style-type: none"> <li>Tracking JCRC requests to JCPA and JFNA for assistance</li> </ul>	Ongoing
g.	Expand JCRC engagement with local government officials	<ul style="list-style-type: none"> <li>JCRC staff</li> <li>GRTF</li> <li>BOD</li> </ul>	<ul style="list-style-type: none"> <li>Increased visibility and influence of JCRC and the Jewish community on local public affairs issues</li> </ul>	<ul style="list-style-type: none"> <li>Number of JCRC engagements (meetings, calls, letters) with local government officials</li> </ul>	Beginning new initiative Q1 2015
<b>2. Ongoing advocacy efforts</b>					
a.	Legislative monitoring and response	<ul style="list-style-type: none"> <li>JCRC staff</li> <li>Officers</li> <li>GRTF</li> </ul>	<ul style="list-style-type: none"> <li>Passage of legislation favored by the Jewish community</li> <li>Rejection of legislation opposed by the Jewish community</li> </ul>	<ul style="list-style-type: none"> <li>Annual advocacy report card</li> </ul>	Ongoing
b.	Community education and mobilization (e-newsletters, action alerts, issue-focused forums)	<ul style="list-style-type: none"> <li>JCRC staff</li> <li>GRTF</li> </ul>	<ul style="list-style-type: none"> <li>Greater capacity of the Jewish community for grassroots advocacy</li> </ul>	<ul style="list-style-type: none"> <li>Number of advocacy e-blasts sent and opened</li> <li>Number of issue-focused forums</li> </ul>	Ongoing

	Required actions and sub-actions	Champion(s) of action	Desired outcomes	How success will be measured	Timing
b.	(continued from previous page) Community education and mobilization (e-newsletters, action alerts, issue-focused forums)		<ul style="list-style-type: none"> <li>Increased awareness of JCRC as the public policy voice of the Jewish community</li> </ul>		
c.	Expand use of JCRC website and social media platforms for advocacy	<ul style="list-style-type: none"> <li>JCRC staff</li> <li>Intern</li> </ul>	<ul style="list-style-type: none"> <li>Greater capacity of the Jewish community for grassroots advocacy</li> <li>Increased awareness of JCRC as the public policy voice of the Jewish community</li> </ul>	<ul style="list-style-type: none"> <li>Website traffic stats</li> <li>Social media stats</li> </ul>	Ongoing
<b>3. Advocacy coalitions</b>					
a.	Join coalitions that advocate on issues consistent with JCRC's public policy agenda	<ul style="list-style-type: none"> <li>GRTF</li> <li>Officers</li> <li>JCRC staff</li> </ul>	<ul style="list-style-type: none"> <li>Passage of legislation favored by the Jewish community</li> <li>Rejection of legislation opposed by the Jewish community</li> <li>Increased awareness of JCRC as the public policy voice of the Jewish community</li> </ul>	<ul style="list-style-type: none"> <li>Number of coalitions joined by JCRC</li> <li>Annual advocacy report card</li> </ul>	Ongoing
b.	Convene coalitions with other organizations that advocate on issues consistent with JCRC's public policy agenda	<ul style="list-style-type: none"> <li>GRTF</li> <li>Officers</li> <li>JCRC staff</li> </ul>	<ul style="list-style-type: none"> <li>Passage of legislation favored by the Jewish community</li> <li>Rejection of legislation opposed by the Jewish community</li> <li>Increased awareness of JCRC as the public policy voice of the Jewish community</li> </ul>	<ul style="list-style-type: none"> <li>Number of coalitions convened by JCRC</li> <li>Annual advocacy report card</li> </ul>	Q4, 2015
<b>4. Advocacy trips to Lansing and Washington DC</b>					
a.	Hold meetings with policymakers in the legislative and executive branches at the state and federal level	<ul style="list-style-type: none"> <li>GRTF</li> <li>Officers</li> <li>JCRC staff</li> </ul>	<ul style="list-style-type: none"> <li>Increased visibility and influence of JCRC and the Jewish community among state and federal government officials</li> <li>Increased impact on policy</li> </ul>	<ul style="list-style-type: none"> <li>Annual advocacy report card</li> </ul>	Q2 2015

	Required actions and sub-actions	Champion(s) of action	Desired outcomes	How success will be measured	Timing
b.	Provide testimony in Lansing on policy issues important to JCRC and the Jewish community	<ul style="list-style-type: none"> <li>• GRTF</li> <li>• Officers</li> <li>• JCRC staff</li> </ul>	<ul style="list-style-type: none"> <li>• Increased visibility and influence of JCRC and the Jewish community among state government officials</li> <li>• Increased impact on policy</li> </ul>	<ul style="list-style-type: none"> <li>• Annual advocacy report card</li> </ul>	Q2 2015

#### D) Israel Advocacy

**Objective:** JCRC maintains its position as a leading local agency on Israel.

1. Utilize government relations resources and activities for Israel advocacy					
a.	Prepare formal JCRC Israel advocacy agenda	<ul style="list-style-type: none"> <li>• JCRC staff</li> <li>• Israel Advocacy Task Force (IATF)</li> <li>• Approved by officers and BOD</li> </ul>	<ul style="list-style-type: none"> <li>• JCRC's Israel advocacy activities are driven by a well-defined plan for achieving specific goals</li> </ul>	<ul style="list-style-type: none"> <li>• Annual advocacy plan prepared and approved by BOD</li> <li>• Annual advocacy report card produced</li> </ul>	Q3 each year
b.	Develop key contacts list of Israel activists who have strong relationships with policymakers in the legislative and executive branches at the federal and state levels	<ul style="list-style-type: none"> <li>• JCRC staff</li> <li>• IATF</li> <li>• BOD</li> </ul>	<ul style="list-style-type: none"> <li>• A key contacts database will be an effective tool that leverages BOD and staff contacts to gain access to government officials on behalf of Israel</li> </ul>	<ul style="list-style-type: none"> <li>• Number and importance of government officials included in the key contacts list</li> </ul>	Q3 2014
c.	Grow lists of Israel activists and provide them with e-advocacy tools and training for Israel advocacy	<ul style="list-style-type: none"> <li>• JCRC staff</li> <li>• BOD</li> </ul>	<ul style="list-style-type: none"> <li>• Community activists are mobilized for grassroots engagement of government officials on behalf of Israel</li> </ul>	<ul style="list-style-type: none"> <li>• Number of community members on JCRC's Israel activist lists</li> <li>• Number of times grassroots Israel activists are mobilized</li> </ul>	Beginning Q1 2015

	Required actions and sub-actions	Champion(s) of action	Desired outcomes	How success will be measured	Timing
c.	<b>(continued from previous page)</b> Grow lists of Israel activists and provide them with e-advocacy tools and training for Israel advocacy			<ul style="list-style-type: none"> <li>Number who respond by taking action</li> </ul>	
d.	Develop special projects and programs aimed at engaging young adults in Israel advocacy		<ul style="list-style-type: none"> <li>More young adults involved in JCRC Israel programs and attending JCRC Israel events</li> <li>More young adults on BOD</li> </ul>	<ul style="list-style-type: none"> <li>Number of young adults involved in JCRC Israel programs and attending JCRC Israel events</li> <li>Number of young adults on BOD</li> </ul>	Ongoing
<b>2. Israel-specific advocacy resources</b>					
a.	Develop an “Israel 211” hotline to provide Israel-related information and referrals to callers	<ul style="list-style-type: none"> <li>JCRC staff</li> <li>IATF</li> </ul>	<ul style="list-style-type: none"> <li>Greater Jewish and non-Jewish community knowledge and support of Israel</li> <li>Increased tourist, business, educational and other connections between Michigan and Israel</li> <li>Enhanced ability for other Israel-related organizations to respond to inquiries relevant to them</li> </ul>	<ul style="list-style-type: none"> <li>Number of calls received by the hotline</li> <li>Number of referrals made to other Israel-related organizations</li> <li>Feedback from hotline users</li> <li>Feedback from organizations receiving referrals</li> </ul>	New initiative – dependent upon funding
b.	Re-launch JCRC’s speakers bureau with expanded recruitment and training of speakers on Israel, and with marketing to secure speaking venues for them	<ul style="list-style-type: none"> <li>JCRC staff</li> <li>Chair of IATF</li> </ul>	<ul style="list-style-type: none"> <li>Greater Jewish and non-Jewish community knowledge and support of Israel</li> </ul>	<ul style="list-style-type: none"> <li>Number of speaking engagements secured</li> <li>Number of trained speakers</li> </ul>	New initiative – dependent upon funding

## Strategic Focus Area II: Marketing and Branding

### Objectives:

- A. JCRC effectively and prominently promotes its message and work throughout the metro Detroit community, enhancing the community's understanding of JCRC's programming and value.
- B. JCRC solidifies its brand, positively transforming its reputation and the community's perception of its work and accomplishments.

	Required actions and sub-actions	Champion(s) of action	Desired outcomes	How success will be measured	Timing
<b>1. Develop and implement an annual marketing plan</b>					
a.	Retain the services of a marketing professional – Contracted and paid for by new grant funding, or provided as in-kind contribution by Federation	<ul style="list-style-type: none"> <li>• President</li> <li>• ED</li> </ul>	<ul style="list-style-type: none"> <li>• JCRC's marketing efforts are robust, up-to-date and effective</li> </ul>	<ul style="list-style-type: none"> <li>• Hiring or securing the services of a highly qualified marketing professional</li> </ul>	By Q1 2015 – dependent upon funding
b.	Develop marketing plan that includes goals and objectives, audit of existing JCRC marketing resources, market research, target audiences, key messages, messaging channels, additional needed resources, timeline, budget and outcomes measurement	<ul style="list-style-type: none"> <li>• Marketing professional</li> <li>• JCRC staff</li> <li>• Board member serving as marketing liaison to BOD or new Marketing Task Force (MTF)</li> <li>• Plan to be approved by officers and BOD</li> </ul>	<ul style="list-style-type: none"> <li>• A robust JCRC marketing program to promote recognition of its mission, accomplishments and value to the community</li> </ul>	<ul style="list-style-type: none"> <li>• Marketing plan completed and approved by BOD</li> </ul>	Q3 2015

	<b>Required actions and sub-actions</b>	<b>Champion(s) of action</b>	<b>Desired outcomes</b>	<b>How success will be measured</b>	<b>Timing</b>
c.	Conduct qualitative and quantitative market research	<ul style="list-style-type: none"> <li>Marketing professional</li> <li>ED</li> <li>Possible recruited non-BOD volunteer</li> </ul>	<ul style="list-style-type: none"> <li>An understanding of JCRC's marketing environment that will help guide its fundraising and other activities</li> <li>Accurate measurement of community awareness of JCRC, understanding of its work, and its image as a community asset</li> </ul>	<ul style="list-style-type: none"> <li>Delivery of reliable and actionable research</li> </ul>	Q3 2015
d.	Dedicate staff time to leverage JCRC's website and social media platforms for marketing purposes	<ul style="list-style-type: none"> <li>JCRC staff</li> <li>Intern</li> </ul>	<ul style="list-style-type: none"> <li>Outreach and engagement of new audiences</li> <li>Improved outreach and engagement of existing constituents</li> </ul>	<ul style="list-style-type: none"> <li>Webstats, social media traffic, number of posts, conversion rates</li> </ul>	Q3, 2014
e.	Update JCRC technology, including its marketing databases, for marketing purposes	JCRC staff	<ul style="list-style-type: none"> <li>More effective list management</li> <li>Better databased analysis</li> </ul>	<ul style="list-style-type: none"> <li>Acquisition of appropriate new technology</li> </ul>	Q3 2015
<b>2. Develop marketing partnership with Federation</b>					
a.	Expand in-kind marketing support from Federation, including graphic design, production of marketing materials and assistance with digital marketing	<ul style="list-style-type: none"> <li>President</li> <li>JCRC staff</li> </ul>	<ul style="list-style-type: none"> <li>More and better marketing materials</li> </ul>	<ul style="list-style-type: none"> <li>Quantity and quality of marketing materials</li> </ul>	Q1, 2015
b.	Regularly schedule JCRC presentations at Federation board of governors and other pertinent meetings	<ul style="list-style-type: none"> <li>President</li> <li>ED</li> </ul>	<ul style="list-style-type: none"> <li>Increased Federation leadership awareness and understanding of JCRC activities</li> <li>Increased Federation leadership support of JCRC activities</li> </ul>	<ul style="list-style-type: none"> <li>Number of meetings that JCRC is invited to</li> </ul>	Beginning Q4 2014 At least one presentation bi-annually



3. Involve JCRC board members in marketing efforts					
	Required actions and sub-actions	Champion(s) of action	Desired outcomes	How success will be measured	Timing
a.	Appoint board member to serve as marketing liaison to BOD, or new Marketing Task Force (MTF), to assist with marketing responsibilities	<ul style="list-style-type: none"> <li>Officers</li> </ul>	<ul style="list-style-type: none"> <li>BOD member(s) take(s) on some marketing tasks – new or previously handled by JCRC staff</li> </ul>	<ul style="list-style-type: none"> <li>Appointment of marketing liaison to BOD or of MTF</li> </ul>	Q3 2014
b.	Create marketing support group of past board members and others to serve as ambassadors for JCRC	<ul style="list-style-type: none"> <li>BOD</li> <li>Governance Committee</li> </ul>	<ul style="list-style-type: none"> <li>Increased awareness and understanding of JCRC activities that bring unique value to the community</li> </ul>	<ul style="list-style-type: none"> <li>Appointment of marketing support group</li> </ul>	Q2 2015
c.	Add succinct biographies of the officers to JCRC's website	<ul style="list-style-type: none"> <li>JCRC staff</li> </ul>	<ul style="list-style-type: none"> <li>Increased awareness of the qualifications and diversity of JCRC lay leadership</li> </ul>	<ul style="list-style-type: none"> <li>Bios will be posted to website</li> </ul>	Q3 2014
d.	Provide media training for board members and staff	JCRC staff	<ul style="list-style-type: none"> <li>More effective performance of JCRC representatives during news interviews</li> </ul>	<ul style="list-style-type: none"> <li>Successful provision of one training per year for JCRC spokespersons</li> </ul>	Beginning Q2 2015

### Strategic Focus Area III: Financial Sustainability

**Objective:** JCRC increases its current annual operating budget 33% to \$600,000 over three years to enable it to effectively carry out its mission and continue to be an autonomous nonprofit organization.

1. Develop and implement annual fundraising plan					
a.	Seek capacity building grant from the Jewish Fund	<ul style="list-style-type: none"> <li>President</li> <li>ED</li> </ul>	<ul style="list-style-type: none"> <li>JCRC has the funding needed to significantly expand JCRC's FRD efforts</li> </ul>	<ul style="list-style-type: none"> <li>Success in securing Jewish Fund capacity building grant</li> </ul>	Q1 2015
b.	Hire a development director or associate	<ul style="list-style-type: none"> <li>ED</li> <li>President</li> </ul>	<ul style="list-style-type: none"> <li>JCRC has the staff with the necessary skills and experience to significantly expand JCRC's FRD efforts</li> </ul>	<ul style="list-style-type: none"> <li>Significant increase in the ability of JCRC to generate a greater share of its operating budget</li> </ul>	Q1 2015

	<b>Required actions and sub-actions</b>	<b>Champion(s) of action</b>	<b>Desired outcomes</b>	<b>How success will be measured</b>	<b>Timing</b>
c.	Create a Financial Resource Development Task Force (FRDTF)	<ul style="list-style-type: none"> <li>• BOD</li> <li>• Governance Committee</li> </ul>	<ul style="list-style-type: none"> <li>• BOD member(s) take(s) on some development tasks – new or previously handled by JCRC staff</li> </ul>	<ul style="list-style-type: none"> <li>• FRDTF begins functioning as an effective work group</li> </ul>	Q4 2014
d.	Develop financial development plan that includes goals and objectives, audit of existing JCRC fundraising resources, researching the fundraising environment, prospective donors, additional needed resources, timeline, budget and outcomes measurement	<ul style="list-style-type: none"> <li>• Dev't director or associate</li> <li>• FRDTF</li> <li>• ED</li> <li>• Plan approved by BOD</li> </ul>	<ul style="list-style-type: none"> <li>• A robust FRD program that promotes JCRC organizational sustainability through increased revenue with new, diverse revenue streams</li> </ul>	<ul style="list-style-type: none"> <li>• Financial development plan completed and approved by BOD</li> </ul>	Q1 2015
e.	Create a case for support and other fundraising tools for staff and board members	<ul style="list-style-type: none"> <li>• Dev't director or associate</li> <li>• ED</li> <li>• FRDTF</li> </ul>	<ul style="list-style-type: none"> <li>• FRD efforts have the material resources needed to effectively solicit funding</li> </ul>	<ul style="list-style-type: none"> <li>• Quality and comprehensiveness of FRD material resources</li> </ul>	Q2 2015
f.	Dedicate staff time to leverage JCRC's website and social media platforms for fundraising purposes	<ul style="list-style-type: none"> <li>• JCRC staff</li> <li>• Intern</li> </ul>	<ul style="list-style-type: none"> <li>• Increased social media traffic, number of posts, conversion</li> </ul>	<ul style="list-style-type: none"> <li>• Webstats, social media traffic, number of posts, conversion rates</li> </ul>	Q2 2015
g.	Increase corporate sponsorships for the Activist Award and other events	<ul style="list-style-type: none"> <li>• Dev't director or associate</li> <li>• ED</li> <li>• FRDTF</li> </ul>	<ul style="list-style-type: none"> <li>• Increased revenue</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in revenue</li> </ul>	Q2 2015
h.	Improve Friends of JCRC campaign annual solicitation	<ul style="list-style-type: none"> <li>• ED</li> <li>• FRDTF</li> </ul>	<ul style="list-style-type: none"> <li>• Increased revenue</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in revenue</li> </ul>	Q4 2014
<b>2. Involve Board members in fundraising efforts</b>					
a.	Develop structure and process to ensure 100% participation in annual Friends of JCRC campaign	<ul style="list-style-type: none"> <li>• President</li> <li>• ED</li> <li>• FRDTF</li> </ul>	<ul style="list-style-type: none"> <li>• Increased revenue</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in revenue</li> </ul>	Q4 2014

	<b>Required actions and sub-actions</b>	<b>Champion(s) of action</b>	<b>Desired outcomes</b>	<b>How success will be measured</b>	<b>Timing</b>
b.	Create a culture of philanthropy throughout the agency	<ul style="list-style-type: none"> <li>• President</li> <li>• FRDTF</li> </ul>	<ul style="list-style-type: none"> <li>• Officers, BOD and staff accept new responsibilities for fundraising</li> <li>• All major programs and events are looked at for their fundraising potential</li> </ul>	<ul style="list-style-type: none"> <li>• Number of programs and events that serve as new sources of revenue</li> </ul>	Q4 2014.
c.	Increase the BOD member commitment to give and/or get	<ul style="list-style-type: none"> <li>• President</li> <li>• Officers</li> <li>• BOD</li> </ul>	<ul style="list-style-type: none"> <li>• Increased revenue</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in revenue</li> </ul>	Q4 2014
d.	Sponsor fundraising training for board of directors and staff	<ul style="list-style-type: none"> <li>• Dev't director or associate</li> <li>• FRDTF</li> <li>• ED</li> </ul>	<ul style="list-style-type: none"> <li>• Increased BOD members' confidence and competence in fundraising</li> </ul>	<ul style="list-style-type: none"> <li>• Feedback from BOD members</li> </ul>	Q2 2015
e.	BOD members support JCRC staff on one-on-one donor relationship cultivation and asks	<ul style="list-style-type: none"> <li>• President</li> <li>• FRDTF</li> </ul>	<ul style="list-style-type: none"> <li>• Increased revenue</li> <li>• Greater BOD member engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in revenue</li> </ul>	Beginning Q2 2015
f.	BOD members engage in personal fundraising efforts (e.g., sending personal letters to a set number of people explaining why they serve on the JCRC board and why letter recipients should support JCRC, hosting parlor meetings or phone banking events)	<ul style="list-style-type: none"> <li>• FRDTF</li> <li>• Dev't director or associate</li> </ul>	<ul style="list-style-type: none"> <li>• Increased revenue</li> <li>• Greater BOD member engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in revenue</li> </ul>	Beginning Q2 2015
g.	Convene past presidents to meetings of an emeritus advisory board that includes fundraising efforts	<ul style="list-style-type: none"> <li>• President</li> <li>• FRDTF</li> <li>• ED</li> </ul>	<ul style="list-style-type: none"> <li>• Increased revenue</li> <li>• Greater engagement of past presidents</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in revenue</li> <li>• Feedback from past president</li> </ul>	Q2 2015

3. Work with Federation in joint fundraising efforts					
	Required actions and sub-actions	Champion(s) of action	Desired outcomes	How success will be measured	Timing
a.	Hold quarterly meetings with Federation development staff to brainstorm and review joint fundraising efforts	<ul style="list-style-type: none"> <li>• President</li> <li>• Chair of FRDTF</li> <li>• ED</li> <li>• Dev't director or associate</li> </ul>	<ul style="list-style-type: none"> <li>• Increased revenue</li> </ul>	<ul style="list-style-type: none"> <li>• Number of joint efforts undertaken</li> <li>• Increase in revenue from joint efforts</li> </ul>	Q3 2015

**Strategic Focus Area IV: Internal Organizational Capacity – Board Development & Governance**

**Objective:** JCRC elevates the engagement and commitment of its board members and recruits leadership centered on its core values to strengthen its governance.

1. Institutional Changes					
a.	Convene JCRC past presidents to brief them on strategic plan	<ul style="list-style-type: none"> <li>• Strategic plan co-chairs</li> <li>• ED</li> <li>• Officers</li> </ul>	<ul style="list-style-type: none"> <li>• Engagement of past presidents in current JCRC efforts</li> <li>• Input of “wized elders”</li> <li>• Past presidents better prepared for cheerleading and fundraising</li> </ul>	<ul style="list-style-type: none"> <li>• Input from past presidents</li> <li>• Expressed desire of past presidents to remain engaged with JCRC</li> </ul>	Q4 2014
b.	Update bylaws to directorship governance, replacing membership comprised of community organizations with membership of individual community members	<ul style="list-style-type: none"> <li>• Governance committee</li> <li>• Officers</li> <li>• BOD approves</li> <li>• Member organizations approve</li> </ul>	<ul style="list-style-type: none"> <li>• More efficient, up-to-date governance structure</li> <li>• Elimination of anomalous institutional governance</li> </ul>	<ul style="list-style-type: none"> <li>• Revised bylaws approved by member organizations</li> </ul>	Q1 2015

	<b>Required actions and sub-actions</b>	<b>Champion(s) of action</b>	<b>Desired outcomes</b>	<b>How success will be measured</b>	<b>Timing</b>
c.	Assess optimal BOD size, and determine if all members should serve at large or some board seats should be reserved for organization representatives	<ul style="list-style-type: none"> <li>Governance committee</li> <li>Officers</li> <li>BOD approves</li> <li>Member organizations approve</li> </ul>	<ul style="list-style-type: none"> <li>More compact BOD in which members know and work with each other better</li> <li>BOD reflects the Jewish community's diversity</li> <li>Jewish community organizations have a more direct year-round presence within JCRC</li> </ul>	<ul style="list-style-type: none"> <li>BOD size and structure revamped</li> </ul>	Q1 2015
d.	Develop a presidential track for leadership succession and development	<ul style="list-style-type: none"> <li>Board Development Committee</li> </ul>	<ul style="list-style-type: none"> <li>Stronger officer corps</li> <li>Newly elected presidents better prepared to take office</li> </ul>	<ul style="list-style-type: none"> <li>Self-assessment by JCRC officers as a group</li> </ul>	Q1 2015
<b>2. Leadership Development</b>					
a.	Appoint a board development committee (BDC) – may also serve as nominating committee	<ul style="list-style-type: none"> <li>President</li> <li>Officers</li> <li>Approved by BOD</li> </ul>	<ul style="list-style-type: none"> <li>Stronger, more diverse BOD</li> </ul>	<ul style="list-style-type: none"> <li>BDC begins functioning as an effective work group</li> </ul>	Q4 2014
b.	Establish a vetting process to ensure thoughtful selection of new board members	<ul style="list-style-type: none"> <li>Nominating or BDC</li> </ul>	<ul style="list-style-type: none"> <li>Stronger, more diverse BOD</li> </ul>	<ul style="list-style-type: none"> <li>Vetting process implemented</li> </ul>	Q1 2015
c.	Actively recruit board members with desired skills, characteristics and new networks (e.g., people with fundraising capabilities, diverse political opinions, younger adults, prominent Jewish community leaders)	<ul style="list-style-type: none"> <li>Nominating or BDC</li> </ul>	<ul style="list-style-type: none"> <li>Stronger, more diverse BOD</li> </ul>	<ul style="list-style-type: none"> <li>Officers and BDC will review nominating process each summer</li> </ul>	Q1 2015
d.	Reach out to Jewish organizations that are natural allies to identify potential BOD members	<ul style="list-style-type: none"> <li>Nominating or BDC</li> </ul>	<ul style="list-style-type: none"> <li>Stronger, more diverse BOD</li> </ul>	<ul style="list-style-type: none"> <li>Officers and BDC will review nominating process each summer</li> </ul>	Q1 2015

	<b>Required actions and sub-actions</b>	<b>Champion(s) of action</b>	<b>Desired outcomes</b>	<b>How success will be measured</b>	<b>Timing</b>
e.	Hold BOD advancement trainings and events – moving JCRC forward, not retreating	<ul style="list-style-type: none"> <li>Nominating or BDC</li> </ul>	<ul style="list-style-type: none"> <li>Engaged BOD increased engagement and confidence of BOD members board experience is meaningful and they add value to JCRC’s agenda</li> </ul>	<ul style="list-style-type: none"> <li>Officers and BDC will review BOD advancement efforts each summer</li> </ul>	Q3 2015
<b>3. JCRC BOD Meetings</b>					
a.	Make meetings attractive and fun – a “cool board” to serve on	<ul style="list-style-type: none"> <li>President</li> <li>ED</li> </ul>	<ul style="list-style-type: none"> <li>Better attendance at meetings</li> <li>More productive meetings</li> </ul>	<ul style="list-style-type: none"> <li>Attendance at meetings</li> <li>Officers will review quality and content of BOD meetings each summer</li> </ul>	Q4 2014
b.	Invite speakers to make interesting and relevant presentations at meetings	<ul style="list-style-type: none"> <li>President</li> <li>ED</li> </ul>	<ul style="list-style-type: none"> <li>Better attendance at meetings</li> <li>More productive meetings</li> </ul>	<ul style="list-style-type: none"> <li>Attendance at meetings</li> <li>Officers will review quality and content of BOD meetings each summer</li> </ul>	Q4 2014
c.	Set a culture that fosters lively and rich discussion and debate	<ul style="list-style-type: none"> <li>President</li> <li>ED</li> </ul>	<ul style="list-style-type: none"> <li>Better attendance at meetings</li> <li>More productive meetings</li> </ul>	<ul style="list-style-type: none"> <li>Attendance at meetings</li> <li>Officers will review quality and content of BOD meetings each summer</li> </ul>	Q4 2014
d.	Modify BOD schedule to meet less frequently	<ul style="list-style-type: none"> <li>President</li> <li>ED</li> </ul>	<ul style="list-style-type: none"> <li>Better attendance at meetings</li> <li>More productive meetings</li> </ul>	<ul style="list-style-type: none"> <li>Attendance at meetings</li> <li>Officers will review quality and content of BOD meetings each summer</li> </ul>	Q4 2014

## JCRC Strategic Filters

### JCRC will undertake strategies that will:

- 1) Be consistent with our mission, vision, and values
- 2) Build on the value of our organization
- 3) Expand JCRC's constituent population
- 4) Have new sources of dedicated funding
- 5) Yield a result that is sustainable – not fleeting
- 6) Meet criteria related to our organization's geographic scope
- 7) Demonstrate measurable outcomes
- 8) Reinforce the community's favorable view of us
- 9) Support us in moving to the next stage of our organization's development