

JRC FY21-FY22 Strategic Plan
(18 month plan: Jan. 2021-June 2022)
Adopted by the JRC Board of Directors December 9, 2020

Background

Given the current uncertainty caused by operating during a global pandemic, developing a 3-5 year Strategic Plan seems unrealistic at this time. An 18-month Strategic Plan will allow us to continue to make progress toward important goals, while allowing us to remain flexible as conditions change. The Strategic Planning Committee, in partnership with the Board of Directors, will continue to work toward a 3-5 year Strategic Plan to be implemented once the pandemic and its effects have begun to recede.

Introduction

We are updating the format of this Strategic Plan to align with our design-thinking approach in various aspects of JRC life. The rationale behind framing these priorities as “how might we” questions is that the Board of Directors will set the priorities for this 18-month period, and will work with committees, task forces, and others to design and implement initiatives to meet these objectives.

Following each “how might we” question below is a list of action steps we hope to accomplish in FY 2021-2022. By framing our priorities as questions, we recognize that these action steps are not the only steps that we may take to address them, and invite continued dialogue and creative solutions.

All priorities are in service of JRC’s mission: **JRC is a diverse, participatory, and sacred community dedicated to a daring, deeply-rooted Judaism.**

1. How might we increase engagement and participation among our membership?
 - a. Identify and implement priorities for member-led programming, consistent with Covid-19 guidelines and JRC's Covid Covenant, respecting the wide variety of member interests, demographics, and accessibility needs.
 - b. Design and implement focus group activities to explore who we are as a community (branding) and what members expect from their JRC membership, ideally occurring within the first few months of 2021.
 - c. Launch JRC's redesigned website.
 - d. Increase strategic use of and engagement on JRC social media channels.

2. How might we remain financially solvent?
 - a. Prepare annual budget and fundraising plan with meaningful options that can be implemented as Covid-19 guidelines change.
 - b. Continue to evaluate and implement cost-saving measures and alternative revenue streams for FY21 and in planning budget for FY22.
 - c. Increase member understanding of JRC's financial needs, annual budget, and fundraising objectives.
 - d. Develop membership and marketing plan to increase membership that takes into account changing Covid-19 guidelines and recognizes that engaging and supporting our existing members is an important foundation for future growth.

3. How might we continue to Inspire, Learn and Grow through our educational opportunities, spiritual/religious opportunities and our dedication to social justice?

- a. Identify and implement priorities for member-led programming, consistent with Covid-19 guidelines and JRC's Covid Covenant, respecting the wide variety of member interests, demographics, and accessibility needs. (same as 1.a)
 - b. Increase member input and engagement in ritual practices.
 - c. Launch JRC's redesigned website. (same as 1.c)
 - d. Increase strategic use of and engagement on JRC social media channels. (same as 1.d)
 - e. Fill or redesign VP Tikkun Olam position.
 - f. Evaluate priority and design of early childhood program with a focus on cost-benefit analysis and JRC's core values.
4. How might we re-examine the work of JRC and how we get that work done, in a way that allows us to continue to live our values and support the congregants, staff and JRC community?
 - a. Design and implement focus group activities to explore who we are as a community (branding) and what members expect from their JRC membership, ideally occurring within the first few months of 2021. (same as 1.b)
 - b. Update staff and lay leader job descriptions based on data gathered in Workflow Mapping project, in collaboration with the Executive Director.
 - c. Increase transparency of staff and lay leadership roles and expectations around member engagement.
 - d. Continue the work of the Anti-Racism Task Force initiated by the Board in 2020 to identify an anti-racism lens to guide future policies, practices and programming decisions, and implement findings.
5. How might we prepare to return to in-person programming when it is safe to do so?

- a. Use our Jewish values in concert with the best scientific and medical advice available to guide decision-making and planning.
- b. Develop flexible and responsive plans for the Religious School, the Early Childhood Center, and Adult Education programs, as the building reopens.
- c. Develop flexible and responsive plans for Minyan, Shabbat services, Holiday services, and other life cycle events, as the building reopens.
- d. Develop flexible and responsive plans to resume additional in-person programming, in keeping with Covid-19 guidelines for being in our building, on our property, and outside of our property.
- e. Develop guidelines for food sharing as we resume in-person gatherings.
- f. Develop plans for hybrid programming modalities that expand access to a wide audience of members, using pandemic-related innovations, when resuming in-person programming (i.e. streaming of services, using Zoom meetings, etc).