

# FULFILLING THE NEEDS OF THE JEWISH COMMUNITY

Jewish Community of Louisville Strategic Plan 2014-2016/5774-5777

## FROM OUR LEADERSHIP

**THROUGHOUT OUR HISTORY**, Jews have built strong and supportive communities that teach our values and traditions from one generation to the next. Your Jewish Community of Louisville agency was created from the Jewish Community Center and the Jewish Community Federation, the successors of the YMHA founded in 1890 and the Conference of Jewish Organizations founded in 1934. We continue to ensure the welfare of Jews in Louisville, in Israel and around the world – wherever fellow Jews need our help. We do so by offering a variety of programs, and services and philanthropic opportunities that provide funding today and save for the future.

Your JCL welcomes newcomers to Louisville and helps them build a new Jewish life here, educates the young, cares for the elderly, provides for those in need, creates social and recreational opportunities, offers access to culture, stands up to anti-Semitism, trains future Jewish leaders, advocates for compassion and equality, builds relationships with other faith communities and stands with Israel.

We have a long history and are proud of all we have accomplished. We also realize that our Jewish community must adapt to meet changing needs. This Strategic Plan includes our mission and vision statements, describes our goals for 2014-2016 and is based on extensive projections of how our agency should be positioned in three years. We will continue adapting to address new challenges and opportunities. We encourage you to contact us with questions.



Karen Abrams,  
Board Chair



Stu Silberman  
President and CEO

## MISSION

**BUILD AND SUSTAIN A VIBRANT, CARING, INCLUSIVE COMMUNITY ROOTED IN JEWISH VALUES.**

**EACH WORD IN OUR MISSION STATEMENT TELLS THE STORY OF OUR COMMITMENT TO THE JEWISH COMMUNITY, CONGREGATIONS AND ORGANIZATIONS.**

### BUILD

The JCL's mission begins with the word "build" as an immediate acknowledgement of the Jewish Community of Louisville's (JCL) primary purpose to enhance the long-term viability of our community by providing leadership, financial support and synergy with other Jewish organizations in the Louisville area, in Israel and throughout the world.

### SUSTAIN

The JCL's mission is also to ensure that the Jewish community is here for us, for our children and for generations to come through strategic planning that will enable our agency and the greater community we are building to continue in the years to come.

### VIBRANT

Creating a vibrant community means engaging and connecting with every generation. JCL's success is measured by the well-being of every individual we touch. We provide services and programs in a Jewish environment that help develop toddlers, engage children, motivate teens, challenge young adults, inspire adults, connect families, and benefit the elderly.

### CARING

The Torah teaches us to take care of those in need, regardless of one's ability or limits. We are bound as a community to be compassionate, understanding and to facilitate the needs of all members of our community.

### INCLUSIVE

We welcome and embrace each generation across the broad diversity of the Jewish Community.

### COMMUNITY

We bring people together, connecting and convening those in our neighborhood, our city, our state, our country, and Jews of all nations, including the people of Israel--receiving and accepting everyone who seeks to be included throughout the diverse Jewish Community.

### ROOTED IN JEWISH VALUES

Each individual has his or her own definition of what it means to be Jewish, but undeniably, we celebrate family, education, culture and the importance of our Jewish homeland, Israel, as we also perform ongoing acts of tzedakah (justice) and tikkun olam (repairing the world).

## VISION



## COMMUNITY PARTNERS

**TOGETHER WE DO EXTRAORDINARY THINGS.**

THE SUCCESS OF OUR COMMUNITY DEPENDS ON ALL OF US WORKING TOGETHER – THE JCL AND OUR COMMUNITY AGENCIES.





# STRATEGIC PLAN & GOALS EXPLAINED

For each strategic goal identified in this plan, the JCL Board and staff have developed strategies and tactics for the next three years designed to help the agency achieve the goal and measurement tools to monitor progress along the way providing accountability.

**ENSURE** THE JCL'S COMMUNICATIONS ARE CLEAR AND EFFECTIVE.

**1**  
ENSURE

- Collaborate with Louisville's agencies and provide strong leadership to address local Jewish needs.
- Clearly communicate the JCL's mission and vision and the progress we make on our strategic plan.
- Report on the benefits the JCC and Federation provide to the community.
- Steward the community's financial resources.

**CREATE** A CULTURE OF FINANCIAL SUPPORT THAT PROVIDES FINANCIAL STABILITY FOR THE COMMUNITY.

**2**  
CREATE

- Increase the Federation Annual Campaign by promoting help provided locally, nationally, in Israel and internationally.
- Enhance volunteerism through training, expectations and succession planning.
- Enrich Women's Philanthropy.
- Segment Young Adult Division into singles, young families and 36-45.
- Enhance Jewish Foundation of Louisville's Endowment and Planned Giving program by encouraging family conversations.
- Reintroduce Community Impact Grant Program.

**IMPLEMENT** EFFECTIVE COMMUNITY AND PROFESSIONAL LEADERSHIP AND GOVERNANCE.

**3**  
IMPLEMENT

- Create a diverse, passionate Board of Directors with defined expectations.
- Enhance committee work by creating fulfilling volunteer experiences.
- Relaunch leadership development programs.
- Recruit and retain exceptional staff by implementing professional development opportunities, recognition and reward.

**TO ADDRESS** THE ISSUES REGARDING THE JCC FACILITY.

**4**  
ADDRESS

- Invest prudently in the JCC building to ensure it is clean, safe, functional and welcoming for the next three-five years.
- Actively participate in the Jewish Heritage Fund for Excellence (JHFE) Standard Country Club Task Force to determine the best use for that property.
- Assess program space needs and facility requirements for a new or remodeled JCC.
- Engage professionals to help match those requirements to geographic options, including a possible satellite location.

**PROMOTE** JCC PROGRAM EXCELLENCE, **ENHANCE** JEWISH PROGRAMMING AND **GROW** PARTICIPATION THROUGHOUT THE COMMUNITY.

**5**  
PROMOTE  
ENHANCE  
GROW

- Develop and implement strategic plans to enhance the JCC's main revenue-producing programs: Summer Camp, Early Learning Center, Health & Wellness and CenterStage.
- Polish the image of the JCC through enhanced Jewish programming, experiences and celebrations, including the JCC's 125th Anniversary in 2015.
- Collaborate with congregations and other Jewish organizations to foster a sense of One Jewish Louisville.

**RESOLVE** THE LEGACY ISSUES THAT IMPEDE THE AGENCY'S ABILITY TO CONDUCT BUSINESS IN TODAY'S COMPETITIVE ENVIRONMENT.

**6**  
RESOLVE

- Determine the disposition of legacy liabilities (mortgage, line of credit, defined benefit pension plan, deferred building maintenance).
- Install IT systems necessary to maintain competitiveness.
- Ensure the organization is prepared, properly organized and has the right tools to meet increasing program and development needs.

## METHODS

### STRATEGIC PLANNING MUST ALWAYS BEGIN WITH GATHERING INFORMATION.

Input was sought from many groups through surveys, focus groups, interviews and retreats. Word was spread through articles in *Community*, e-letters, e-mails and phone calls.

#### INFORMATION GATHERING ACTIVITIES:

- Jewish Community and JCC Membership Surveys
- Facilitated Focus Groups
- One-on-One Interviews with key stakeholders
- Staff Retreat
- Meeting with Rabbis and Cantors
- Board Retreat
- Post-Board Retreat Sessions

#### POST-BOARD RETREAT SESSIONS:

- Mission and Vision
- Programming
- Financial Resource Development
- Facility
- Governance and Leadership
- Communications

### QUESTIONS? FOR MORE INFORMATION, CONTACT

#### SENIOR JCL ADMINISTRATION

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#### JCL BOARD

All members of the JCL Board may be contacted at [jcl@jewishlouisville.org](mailto:jcl@jewishlouisville.org).

#### Officers Fiscal Year 2015

Karen Abrams, Board Chair  
Jay Klempner, Vice Board Chair  
Leon Wahba, Vice Board Chair  
Bruce Blue, Treasurer  
Jeff Tuvlin, Secretary

#### Board Members Fiscal Year 2015

Lance Gilbert  
Seth Gladstein  
Stuart Goldberg  
Angeline Golden  
Douglas Gordon  
Sarah Harlan  
David Kaplan  
Jennifer Leibson  
Glenn Levine  
Laurence Nibur  
Becky Ruby Swansburg  
Jacob Wishnia  
Amy Wisotsky  
Rabbi Stanley Miles