

JUFJ AND JUFJ CAMPAIGN FUND JOINT STRATEGIC PLAN

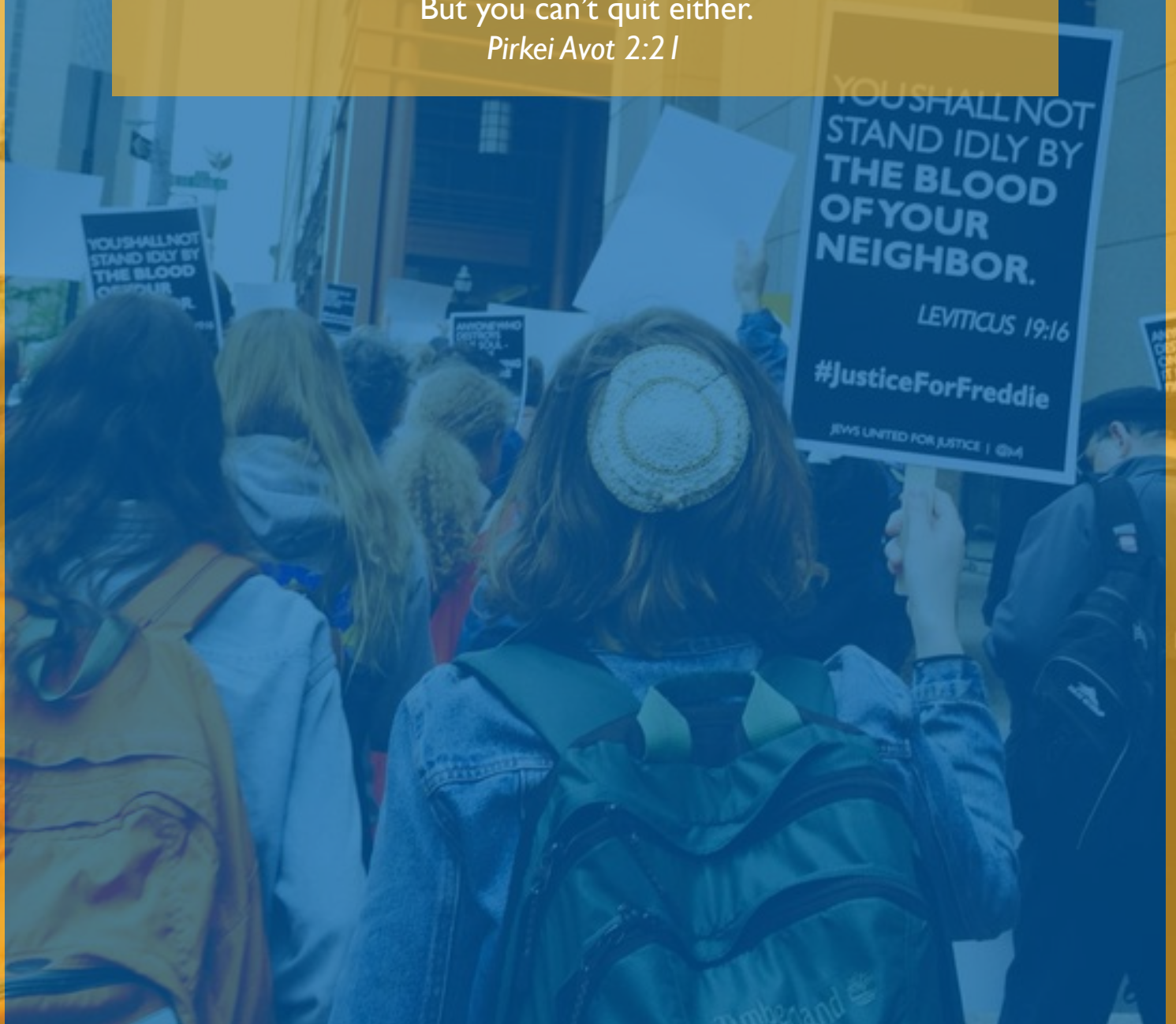
SEPTEMBER 2018

לא עליך המלאכה לגמור
ולא אתה בן חורין להבטל ממנה

It is definitely not on you to finish the work.

But you can't quit either.

Pirkei Avot 2:21



Introductory Letter

To our inspiring leaders, community, colleagues, supporters, funders, partners, and allies -

The last five years have been a period of significant growth for Jews United for Justice (JUFJ). Our community is larger, as is our geographic range. We have formed powerful relationships with new partners in multiracial and multifaith coalitions, won legislative campaigns in both DC and Maryland, and established a dynamic and powerful presence in Baltimore. JUFJ is now mobilizing more people, and making more change, on more issues, than ever before. Thank you for helping build a Jewish community that believes in and acts on our tradition's call for *tikkun olam*—to repair the world and create a just society.

Our growth has taken place against the backdrop of profound and consequential shifts in the politics of our country and the landscapes of movements for social, racial, and economic justice from the local to the national level.

We are all living with the consequences of the 2016 election, which ushered in the Trump Administration's bigoted and violent agenda, and which emboldened racists, misogynists, Islamophobes, and antisemites to openly organize for greed, hate, and white supremacy. Trump and his supporters have also inspired new progressive energy and organizing. Both nationally and locally, people are resisting the right-wing agenda, replacing conservative elected officials, and organizing new projects to defend the people and communities that Trumpism targets. People are fed up with politicians in the pockets of a few ultra-wealthy people, and are newly interested in politics. They're ready to take action for a vibrant democracy that is responsive to people's real needs and representative of the best of who we are as Americans, across lines of race and class.

We also are living in the 'new civil rights era,' which arose in response to horrific police brutality against people of color, in particular the police murders of Michael Brown in Ferguson in August 2014 and Freddie Gray in Baltimore in April 2015. Police brutality is only the most violent manifestation of a society that was founded on slavery, and that continues to systematically exclude Black and brown people from opportunity, resources, and power. The JUFJ community, together with many others, has become part of a renewed movement for racial justice that reaches far beyond issues of policing. People are working together across our differences for systemic solutions to racial inequities, instead of band-aids. With each action that our communities take together, we grow less willing to allow white supremacy to divide us from each other.

JUFJ is a Jewish, feminist, anti-racist community committed to building a powerful and lasting institution. Beginning in August 2017, JUFJ staff, board, leaders, funders, and organizational partners spent close to 1,500 hours reflecting on our history and identity and envisioning our future. As a result of this process, including large community conferences, small groups, and one-on-one meetings, we have developed the following strategic direction to guide us through the coming years.

This strategic plan takes into account the landscape in which JUFJ and our people currently live, operate, and organize. It shares our collective best thinking about our core values, strategies, political analysis, and role in the national and local progressive movements. And it names the opportunities we see for JUFJ to advance equity and justice in the greater DC-Baltimore region.

Thank you for all your steadfast and generous gifts of time, thought, partnership, and money, over the years.

In solidarity,



Jacob Feinspan, Executive Director



Rabbi Shira Stutman, President of the Board

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Summary

Jews United for Justice was launched in 1998 by a small group of Jews in the greater Washington, DC area. Drawing on a tradition of Jewish commitment to justice and on the talents and dedication of our leaders, JUFJ was founded as grassroots community that seeks to repair the world by addressing issues of local concern.

In the 20 years since our founding, we have grown from that small group to a vibrant community of thousands, with a deep commitment to local organizing and to working in partnership with other local organizations, especially those led by and accountable to communities of color. We have expanded from DC and Montgomery County to Baltimore and to state-level work in Maryland, and we launched the JUFJ Campaign Fund to advance our vision of a just and equitable society by endorsing and working to elect local candidates for office who align with our values.

We primarily make change by working with partners to build power and advance issue-based campaigns for real, immediate, and concrete improvements in people's lives. Through these campaigns we develop leaders, build our grassroots Jewish community base, shift the consciousness of our community, and build the collective power needed to undo systemic racism and inequality. We have been involved in successful campaigns for marriage equality, paid sick leave, higher minimum wages, more and more deeply affordable housing, police accountability, criminal justice reform, protections for renters, paid family leave, immigrants' rights and protections, equitable budgets, government transparency and accountability, and many other issues of local concern.

Since we have grown dramatically over the last decade, it was time to take stock of what has become a multi-faceted organization, and a diverse community of grassroots leaders and partners. During this strategic planning process, we did not simply create a plan: we developed shared understanding of our organizational identity. The following plan reflects that work. It is as much about who we are and how we approach this work as it is about the specific activities we plan to pursue moving forward. Much of what is written here is the result of *making the implicit explicit*—that is, taking the time to talk out, and then write down, the core assumptions, values, hopes, and analyses that drive our choices as an organization.

We have emerged from the process with the following organizational priorities to drive the next stage of our work:

- 1. Make Systemic Change in Our Region**
- 2. Develop Our Leaders and Our Community**
- 3. Build the Power of Our Field**
- 4. Strengthen our Institution**

Our previous strategic plan, in 2013, laid out big new programmatic and geographic steps: expanding to Baltimore, and starting a sister organization, the JUFJ Campaign Fund. Rather than proposing new projects or geographies of work, this new plan lifts up where we have been at our best and clarifies our thinking about how we can make the biggest contribution possible to advancing social, racial, and economic justice in this region.

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Mission

Jews United for Justice advances economic, racial, and social justice in the Baltimore-Washington region by educating and mobilizing our local Jewish communities to action.

We move our region closer to equity and justice by advancing issue-based campaigns that make real, immediate, and concrete improvements in people's lives and build the power of working-class and poor communities of color. Through these campaigns we develop leaders, build our Jewish grassroots community, shift the consciousness of our community, and build the collective power needed to undo systemic racism and inequality.

Vision

One day, everyone in the Washington-Baltimore region will have what they need to live and thrive, and a real voice in democracy, no matter the color of their skin, where they are from, or how much money they have. Our government will focus on equity and justice, and will respond to the needs of poor and working people, whether Black, brown, or white, who had once been systemically barred from resources and power. We work so that our Jewish community is a proud and valued partner in bringing about that day through multiracial, multifait, cross-class movements working for social, racial, and economic justice.



Our Jewish Values

JUFJ is more than just a community of Jews and our friends and allies seeking to do this work together: we strive to be guided by the sacred values of Jewish tradition and by the history of our ancestors who sought justice. These values sustain us and provide us with ethical and spiritual direction.

How to act on our core beliefs isn't always clear! At so many times, these values are in tension with each other; it is our responsibility to reflect, and to discern the best path forward.

לא עליך המלאכה לגמר ולא אתה בן חורין להבטל ממנה

- **Lo alecha ham'lacha ligmor v'lo atah ven churin l'hibatel mimenah: It is not incumbent on us to complete the work, but neither can we desist from it.**¹ This work will not be completed in our lifetime. And yet, the steps we take today make the road to that future. So we develop in our Jewish communities a strong commitment to continue this work, and we build an organization that will endure over time. We will only succeed when our diverse coalitions and movements are strong together—and we must hold up our end of the work. Each step towards that just society is worthwhile.

יציאת מצרים

- **Yetziat Mitzrayim: Emancipation from Oppression.** Our Torah teaches that we were liberated from enslavement in *Mitzrayim* / Egypt, and calls on us to act always with the consciousness of having been vulnerable, oppressed outsiders. We live this out by working for the wellbeing of those who are calling out today from the *Mitzrayims*, the narrow and oppressive places, of our society. This includes our own community, which continues to face antisemitism. Our ancestral memories and current experiences of oppression, as well as our history of liberation and of being liberation workers in many lands since, is fundamental to who we are and how understand our role in the world.

צלם א-לוהים

- **Tzelem Elohim: We Are Created in the Divine Image.**² All people are created in the divine image, with inherent and equal dignity and value. We take concrete action to end racism and other oppressions. We work to ensure that all people in our region have what our Torah calls *dei machsoro*, resources sufficient for their needs.³ We strive to make sure all people are treated with dignity and respect in the eyes of law and the actions of society. We have a duty of care to all.



1 Mishnah Avot 2:21

2 Genesis 9:6

3 Deuteronomy 15:8

מסורה

- **Mesorah: the chain of tradition.** We are proud to be inheritors and co-creators of a living Judaism. We are inspired by, and build on a foundation of, numerous Jewish voices, traditions, texts, and histories. We honor the structures of Jewish life and the rhythms of the Jewish calendar, and we incorporate into our work the Jewish values of reflection, celebration, and taking time away from work for rest and renewal.

כי־שמע א-להים אל־קול הנער בא־שם

- **Ki shama elohim el kol ha'na'ar ba'asher hu sham⁴: “For the Holy One heard the voice of the child who was there.”** We listen to those closest to the problems. As the Torah tells us the Holy One listens to each of us, we strive to fully listen to and trust the people we work with. We work in partnership built on mutual respect with organizations made up of and/or accountable to people who are directly living the inequities and injustices of our world, the people who are the experts on their own lives.

קול העם

- **Kol ha'am / the people's voice:** All people have the right to a powerful voice in democracy. We are committed to using our power—social, political, and economic—to amplify those whose voices and actions have been systematically shut out, silenced, or ignored. And we continue to build our own power so that the vision of justice we share with our partners may become reality sooner.

- **The world was created for me⁵ / I am but dust and ashes⁶: chutzpah, pragmatism, and humility:** We are simultaneously chutzpadik and pragmatic: In a world full of injustice, with finite resources, our commitment to making a difference in people's lives compels us to choose our battles wisely. We are humble and we know our limits. We know that we are just one part of the Jewish and changemaking universes. We are one group among many working locally and nationally, and one approach among many that are necessary.

תקווה ומענטשלעכקייט

- **Tikvah⁷ and menschlichkeit: hope for the future and integrity:** Although our society, and our world, feel heart-sickeningly broken, our organizing strives to be optimistic, hopeful, and positive. We are solution-oriented and aim to speak to the best in people. We strive to act with integrity and honesty.

ערב רב

- **Erev Rav⁸: A mixed multitude.** Tradition teaches that we left *Mitzrayim* / Egypt and stood together at Sinai with a mixed group of diverse people. In our JUFJ community today, we are religious and secular Jews, non-Jewish fellow travelers and allies, people of many genders and sexualities, white Jews and Jews of color, synagogue members and people for whom JUFJ is their primary Jewish home. We strive to be an informed, passionate, welcoming community that meets people where they are, and enables them to put their values into action.

4 Genesis 21:17

5 Mishna Sanhedrin 4:5

6 Genesis 18:27

7 Jeremiah 31:16

8 Exodus 12:38

We will only succeed when our diverse coalitions and movements are strong together and we must hold up our end of the work.

Our Philosophy of Change

There are a thousand ways to work for justice in our time. These are ours:

Issue Campaigns Make Change and Build a Better Democracy

Our core method of social change is advancing local and regional issue campaigns for social, racial, and economic justice that result in real, immediate, and concrete improvements in people's lives. Through these campaigns we develop leaders, build our Jewish grassroots community, shift the consciousness of our community, and build the collective power needed to undo systemic racism and inequality.

In the midst of a national fight against bigotry, fascism, and the gutting of programs and opportunities for poor and working class people and communities of color, the Baltimore-Washington region is a place where positive, forward-looking change is possible because of progressive voters and elected leaders. In our region, organizations like JUFJ and our partners can win concrete, popular, commonsense policies and make systemic change. JUFJ has consistently taken on campaigns that we believed had a real chance of success, but that were not at all easy or guaranteed to succeed. We don't always win, but we strive to 'fail forward' whenever possible: to use setbacks and losses as opportunities to learn, to secure concessions from political opponents, and to fuel the next fight.

Issue-based campaigning makes concrete changes in the world, builds power, paves the way for next steps both locally and beyond, and gives people hope for what's possible and a sense of their own strength. By winning key policies like a \$15 minimum wage, paid sick days, paid family and medical leave, marriage equality, policing reform, progressive tax reform, and major new investments in affordable housing and safety net programs, we and our coalition partners help people in our region live better lives and simultaneously serve as proof of concept and catalyst to change efforts elsewhere. Many times in JUFJ's history we've seen a local policy success change the narrative about what is possible and set a precedent for a stronger and bigger win in the next state or locality where that issue is taken up.

Campaigning also helps transform people's understanding of themselves, our society, and democracy. Even for the relatively affluent and often highly educated people in JUFJ's core Jewish community, the workings of government are opaque and intimidating. People often need support to take action beyond voting, attending rallies, or signing online petitions. The practical steps and tools of legislative, budget, and ballot campaigns help our people learn to do the important and sometimes intimidating work of activism: things like testifying, meeting with legislators, and making phone calls. Learning to do these things with confidence changes people's consciousness and identity from passive to active participants in democracy.

As residents of a democracy we believe that the government should serve the public interest — which today it frequently does not. We live in a country with centuries of history where the few in power rigged the rules to benefit themselves. They blamed people of color, immigrants, and religious minorities for our society's ills, and systematically marginalized and minimized Black and brown communities' political power, to exclude them from economic opportunity and equity. That's why JUFJ works in partnership with communities of color, to bring balance to our democracy and undo systemic racism and exploitation. This includes getting money out of politics, fair elections, and public financing, all of which help the people of our region elect leaders who represent the best of our diverse communities, and who will truly serve the public interest.

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We Organize Our Jewish Community For Multiple Kinds of Action

There is no single path to advancing our mission, and JUFJ embraces many strategies for achieving our goals. Four key areas of programmatic work highlight how we build people power to advance change in our region: our **campaigns** move a legislative agenda forward, while **targeted actions** raise awareness and bring our grassroots community together with partners and allies on critical and widely-felt issues. Promoting **leadership development** is an ongoing investment in our Jewish community and the organizing field of our partners. Building a **community of meaning and purpose** creates numerous ways beyond activism for people to live out their Jewish justice values, and sustains and supports our grassroots leaders and members.



Each of these pathways naturally feed into one another to build sustained momentum for social change.

Core Campaigns

As described above, JUFJ's core focus is work in coalition and partnership with grassroots and advocacy groups around the region, especially those led by and accountable to people of color, to build and win campaigns. These are medium-term, most often two- to three-year projects to achieve specific goals such as passing legislation or increasing local government investments in key programs. We primarily work through legislative change and the budget process, but also via ensuring laws are implemented and via ballot initiatives. JUFJ's grassroots leaders work with our staff to plan events; advocate at the city, county, and state level; mobilize their neighbors and friends; and shape tactics and strategies designed to win real changes in people's everyday lives.

JUFJ plays a diverse set of roles in different coalitions depending on what the circumstances demand, but in all cases, we seek to advance the power and well-being of those most affected by the issues at hand, and to work in partnership with organizations made up of and/or accountable to working-class and poor people of color who have been systemically barred from democracy, power, opportunity, and resources.

Targeted Actions

At many times we are called on to take action outside our core campaign work. While we cannot take on everything, at key moments, JUFJ is there with our local and national partners, to take a moral stand, show up proudly as Jews alongside our neighbors, or provide extra power at a crucial moment. From public rallies for refugees and immigrants, to advocating for a fair budget, to asserting women's power, to providing testimony to implement and enforce laws, JUFJ mobilizes Jews to be a visible, powerful presence for justice.

Leadership Development

We believe that all of us have the capacity to change, and to create change. JUFJ's political power depends on a strong base of grassroots leaders who are prepared to participate in activism, who bring others into our community, who can both follow and lead others, and who continually hone their skills. Orienting, training, and coaching our volunteer leaders to become effective citizen activists and to take on meaningful social change efforts is a core component of our approach to organizing and changemaking. This has ripple effects that go well beyond our own work, as our community leaders are prepared to share their political analysis and values, and organize their communities, wherever they go.

A Community of Meaning and Purpose

Our Jewish communities are full of people who share our values and vision for a just world and who are ready to show up and give of themselves in a wide variety of ways. People can help lead and strategize on campaigns; faithfully participate and follow others' leadership; learn about local issues and politics; celebrate and learn about Jewish culture, texts, and traditions; or fuel the work with financial support. We value all these ways of contributing, and we seek to develop an informed, passionate, welcoming Jewish community that irresistibly attracts a diverse group of grassroots members, meets people where they are, and sustains them for the long haul as they put their values into action.



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alone bring about
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We Work in Partnerships Rooted in Trust and Shared Goals

Working together with other organizations and communities is fundamental to our model.

JUFJ builds trusted partnerships with organizations that share our “prophetic and pragmatic” approach to change; that is, working to make concrete change while expanding the realm of possibilities. We strive to be in relationship with grassroots organizations.

Our partner relationships are characterized by mutual respect, humility in JUFJ’s relatively privileged community, and commitment to showing up. We listen deeply to each other. We work to understand and complement each other’s strengths, and respect each other’s core competencies and expertise about our own experience. Our decision-making balances our values, the energy and capacity of our community, and the diverse voices of our partners—especially those representing the people most directly impacted by racial, economic, and social injustice.

Different grassroots groups and organizations in our region have different strategies and tactics for making change from JUFJ’s. Though we may not always share the same theory of change, we largely share a vision for a more just and equitable region, and JUFJ periodically works or takes action with these groups. We respect the diverse orientations of different groups in our local/regional ecosystem and appreciate that a wide array of tactics is needed to make change.

Working in coalition and as part of a movement also means that the overall strength of our local organizing field matters. No group can alone bring about the just world we all want to live in. The voices of those who have been blocked from the political process must especially be part of shaping the future we want to create together. JUFJ uses our power and our relationships to help strengthen the social change field in our region and to bring additional resources and visibility to our partners.



We Are Committed to Racial Equity and Ending Structural and Systemic Racism

Racism, no matter how unconscious, stops us from seeing every person as our Jewish tradition teaches—inherently valuable and uniquely reflecting the Divine image. We must each work individually on personally unlearning this racism. And collectively we must work proactively to understand and end persistent racial inequities; to end practices that harm communities of color; and to ensure equitable resources, opportunities, and power.

Even as our society has worked to end overtly discriminatory practices, the white supremacy our country was founded on continues to impact people of color, especially Black people, who have been systematically shut out of resources and opportunities for generations. The legacy of systemic racism means that we don't start out life equally. When our political system isn't set up to redress that inequity, we don't see truly equitable outcomes. And too often those in power would rather hold onto their money and resources than see others get a fair share. Structural and systemic racism is a key cause of stark inequities in our region. We will not achieve our vision of everyone in our region having what they need to live and thrive without undoing the persistent, racialized social and economic disparities in our region.

We recognize that the majority of our JUFJ community are people who benefit from the privileges of whiteness and affluence, and we are committed to advancing racial equity through both the goals, and the processes, of our campaigns. We are also committed to continually deepening our learning on racism as a political tool, a structural system, and an implicit bias, and to continually integrating this learning into all our work.



Four Core Priorities

We've identified the following four key strategies as our core priorities:

Make Systemic Change in Our Region	Advance economic, social and racial equity in our region by winning policy change that makes a real, immediate, and concrete improvement in people's lives.
Develop Our Leaders and Engage Our Community	Create a cadre of Jewish leaders who will advance transformational social change and use community organizing to mobilize the broader Jewish community in creating a more just and equitable region.
Build the Power of Our Field	Invest our time, voice and relationships to help strengthen the social change field in our region and the Jewish social justice field nationally, and to bring additional resources and visibility to our partners.
Strengthen Our Institution	Build JUFJ's institutional capacity so we can support and sustain this work over the long term.



Make Systemic Change in Our Region

JUFJ will continue to advance economic, social and racial equity in our region by winning policy change that makes a real, immediate, and concrete difference in people's lives. We'll accomplish this by:

- Playing a leadership role in advancing key campaigns that make real changes in people's lives and connect to a broader vision of justice and equity in our region.
- Participating in targeted action and support connected efforts at crucial moments to take a moral stand, hold government officials accountable, and show up proudly as Jews alongside our neighbors.
- Working with partners, leaders, and communities of color via the **JUFJ Campaign Fund**, to build independent electoral power — including the capacity to affect who wins elections — and insist that elected leaders advance an agenda for economic justice and racial equity in our region.

Racial Equity: We will apply a racial equity lens to what issues we take on and how we decide what issues to take on. We will prioritize campaigns and targeted actions that support leadership of color and building partner groups that organize people of color.



Develop Our Leaders and Engage Our Community

Our success depends on a committed team of leaders and a passionate, mobilized community ready to follow those leaders into action. JUFJ will support a cadre of Jewish leaders who advance social change and use community organizing to mobilize an empowered, educated, eager grassroots Jewish community in creating a more just and equitable region. We stand with Jews of Color in the broader effort to make the Jewish community a place that fully recognizes, welcomes and lifts up racial diversity as our strength and holds racial equity as a goal. We'll accomplish this by:

- Training and supporting leaders in the Jewish community to acquire and practice the skills and confidence to play demanding, ongoing roles in issue campaigns, government accountability, community organizing, and more.
- Offering political education; training on racism, antisemitism, and other oppressions; and Jewish learning to our grassroots base to increase understanding of and commitment to our, and our partners', social change work.
- Expanding community building opportunities to link our leaders and members together and create relationships, resilience, sustenance, shared commitments, and appetite for action.
- Expanding our base of supporters overall, provoking a sense of excitement and urgency, and driving people to act, learn, and give more.

Racial Equity: We will educate our Jewish community about the many forms of racism and racial equity through all our education and leadership programs. We will develop our community's understanding and political analysis of how structural and systemic racism impacts our region.



Build the Power of Our Field

JUFJ has grown from a small, scrappy organization to one of the larger actors in the progressive ecosystem of our region. We are now explicitly taking more responsibility for the health and strength of that ecosystem. JUFJ will help strengthen the social change field in our region, especially grassroots organizations and those led by people of color. We will also help build and lead the national Jewish social justice field. To bring about major social change, both the local and national fields need to be stronger. We'll accomplish this by:

- Building power and capacity in our regional social change field by playing leadership roles, in partnership with leaders of color, in key coalitions, and advancing new initiatives in our region, pursuing issue campaigns as described above, and supporting other emerging projects.
- Using our relationships and capacity to advocate for additional resources (financial and otherwise) for our partners and the field.
- Strengthening and being strengthened by the national Jewish social justice movement through our affiliation with Bend the Arc⁹, and the leadership and relationships of the Jewish Social Justice Roundtable.¹⁰

Racial Equity: We will strive to help strengthen the social change field in our region and to bring additional resources and visibility to our partners, especially grassroots organizations and those led by people of color.



⁹ Bend the Arc (www.bendthearc.us) is a national Jewish organization that, like JUFJ, stands with communities under attack, holds elected officials accountable, and wins local progressive victories. JUFJ is among several other local/regional Jewish community organizations that are affiliated with Bend the Arc.

¹⁰ The Jewish Social Justice Roundtable (jewishsocialjustice.org) is a network of more than 50 Jewish organizations pursuing justice from a Jewish perspective. JUFJ has long played a significant leadership role in this network.

Strengthen Our Institution

Our community's work will be needed for years to come. Yet, as we have grown into new strength, our systems and structures for daily work and long-term health have lagged behind. To build a sustainable organization we must invest in our institutional capacity. We will develop ways of

working, sustaining our work, and growing, that are appropriate to our organization's current size and impact. We'll accomplish this by:

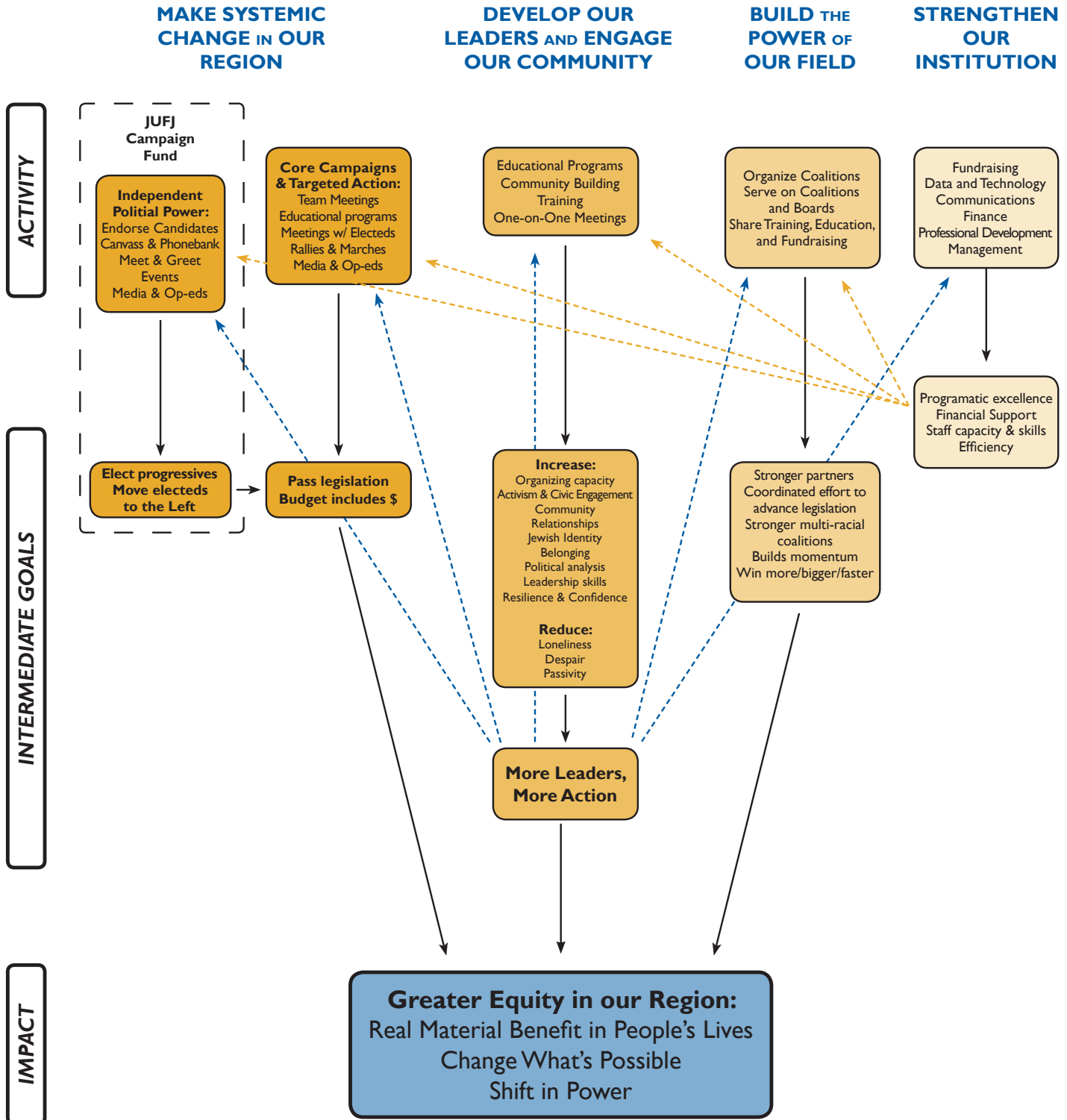
- Investing in our staff so that they have the skills, resources, compensation, and relationships needed to succeed.
- Adding staff to maximize our ability to advance the work.
- Building our infrastructure so that we have the finance, technology, communications, data, and HR capacity to sustain a powerful organization.
- Strengthening our fundraising so that we can raise more money, give more people a way to participate (as donors), and ultimately do more social change work.
- Developing new ways to fully integrate our organization across our geographic locations, including connecting leaders and members, and building staff teamwork, all while balancing the value of shared systems and processes with responsiveness to local realities.

Racial Equity: We will also strive to reflect the reality of the local Jewish community as a multi-racial, multi-ethnic community¹¹ in the makeup of our board, staff, and leaders. Additionally, we will continue to prioritize purchasing from POC-owned businesses and vendors.



11 A recent survey found that 7% of the Greater Washington Jewish community identify as people of color: www.brandeis.edu/ssri/communitystudies/dcreport.html

How Our Work Fits Together



Gratitude

A great many voices contributed to the development of this plan, which is so much stronger for each and every person who was part of the process. The process reflects our shared commitment to people power. Our past successes, this plan, and the coming years are all the result of people investing their hearts, minds, ideas, money, and time in JUFJ.

This process was led by a team of board and staff: Rabbi Elizabeth Richman, Jacob Feinspan, Josh Mintz, Lauren Spokane, Molly Amster, and Rabbi Shira Stutman. We were guided by Heather Berthoud and Rebecca Mintz, organizational development consultants with deep experience and particular expertise in racial justice analysis. The development of this plan was built on a framework called Future Search, a broad participatory process developed by Marvin Weisbord and Sandra Janoff. We brought together more than 80 JUFJ stakeholders for two all-day conferences and close to 1,500 hours of discussion.

This process included:

- Two planning conferences (on Sunday, August 20 and Sunday, November 5, 2017) with our diverse and varied stakeholders—including board members, leaders from each of our three jurisdictions (Baltimore, Montgomery County, and the District of Columbia), staff members, funders, and organizational partners—to imagine together a shared future for our organization, while deepening the relationships we need to create that future. In the first conference, through dialogue, we reviewed the past, including the history of JUFJ and our regional and political context; examined the present environment and organizational capabilities; and imagined our possible future.
- Based on the conversation at the first conference, the JUFJ planning team of board and staff members developed a draft strategic plan. At the second conference, we reviewed the proposed plan and solicited feedback.
- Following the second conference, JUFJ finalized a strategic plan based on the feedback we heard.

We want to thank everyone who gave so generously of their time:

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And many more. If we inadvertently missed you, please let us know to correct our omission. You are important to us.

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This document was primarily written by Rebecca Ennen, with the strategic planning team of Rabbi Elizabeth Richman, Jacob Feinspan, Josh Mintz, Lauren Spokane, Molly Amster, and Rabbi Shira Stutman, and was designed by Chase Carter.



JEW'S UNITED FOR JUSTICE

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