



# **VALUES INTO VISION**

Jewish Family Service Strategic Plan

# A LETTER FROM OUR CEO

Dear Friends,

This has been an incredibly challenging time for many of us. I have been striving not to lose my curiosity about the experiences and views of people who see the world differently from me. In many ways, this is the core of our work at Jewish Family Service. We serve a diverse range of people in our community who turn to us from a place of openness and curiosity with the goal of helping them find a path toward greater well-being, health, and stability.



To that end, last year we embarked upon an extensive strategic planning process to understand how JFS could best achieve our obligation to our community as the only Jewish social service organization in our region. We devoted a significant amount of time to assessing the ever-changing landscape of the Jewish world.

As part of our strategic planning process, we refined our mission statement to read:

**Inspired by our history and values, Jewish Family Service supports the needs of Jewish individuals and families, refugees and immigrants, and our broader community to achieve well-being, health, and stability.**

We recognize that while our values may be universal, our Jewish history is particular. So, with our new strategic plan, we committed to addressing the evolving needs of the community while growing the programs that make the most impact, investing in the systems and staff we need to support that growth, and identifying more closely with our history and values as a Jewish organization. And we do all of this while focusing our resources where they are most effective and needed.

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?

These words have inspired the Jewish people for thousands of years. They have guided JFS for the past 132 years and will continue to lead us into our future. We are grateful for your trust in us as together we continue turning values into action and help into hope.

B'Shalom – In Peace and Friendship,

A handwritten signature in black ink that reads "W. Berkovitz".

Rabbi Will Berkovitz  
Schocken Family CEO



# STANDING STRONG IN **OUR HISTORY** AND IMAGINING **OUR FUTURE**

Since 1892, JFS has been here for the Jewish community, refugees and immigrants, and others who need support. Need takes many forms—financial or emotional, physical and mental—and comes at different times of life. JFS is here for all of them. Our life-changing services and programs are provided by professional staff, enhanced by dedicated volunteers, and supported by our broad base of generous community donors.

## ■ LOOKING TO **THE FUTURE...**

JFS has grown in recent years to meet the evolving needs of our Puget Sound community. And with that growth comes additional responsibility to use our resources as wisely as possible so that we may have the greatest impact on the lives of those we serve.

Our new strategic plan guides us through this next phase of our organization's lifecycle with **clarity, purpose, and passion.**

We hope you will walk with us, Jewish values guiding our way, as we continue to build upon our foundation of **resilience, impact, and belonging.**



## ■ OUR REFRESHED **MISSION**

Inspired by our history and values, Jewish Family Service supports the needs of Jewish individuals and families, refugees and immigrants, and our broader community to achieve well-being, health, and stability.

## ■ OUR JEWISH **VALUES**

We embody the value of **Tikkun Olam**, our obligation to make the world a better place. We treasure the value of **Kavod HaBri'ot**, respecting each person's unique dignity. We live by the value of **Kehilat Lomedet**, a learning community.

## ■ OUR THREE GUIDING **PRINCIPLES**

**WE ARE ANCHORED  
IN OUR RICH HISTORY.**

**WE ARE GUIDED  
BY OUR CORE  
JEWISH VALUES.**

**WE LEVERAGE OUR  
UNIQUE STRENGTHS.**

# WHAT LED US TO A NEW VISION

Over the past several years, JFS has navigated exciting yet complex cultural, societal, and community issues, with real-life consequences for our clients, staff, and greater community here in the Puget Sound region.

Yet JFS stepped up, in partnership with you, to respond to:

- Political and civil unrest
- Rising antisemitism
- The pandemic and associated shifts in the needs of our clients and community
- Dramatic growth and swings in demand for refugee and immigrant support, with refugee crises in Afghanistan and Ukraine, and changes in the type and amount of government funding available

**We knew it was time to move into our future in a proactive and strategic way.**



# ACTIONS FOR A BETTER FUTURE

## ■ OUR IMPACT

**We will grow our impact and hold ourselves accountable to the communities we serve.**

JFS positively impacts the Puget Sound region's Jewish community, refugees and immigrants, and the broader community with life-changing programs and services that are sustainable and culturally sensitive.

Last year, we provided \$802,000 in financial assistance to our community to help prevent eviction and **stave off financial crises**; more than 2,000 of our neighbors were able to **access healthy food** through our food bank; we enabled 196 **Holocaust survivors** to live with dignity; and we helped 1,600 **refugees, immigrants, and survivors of human trafficking** make new lives here.

## WHAT WE'LL DO:

- **NEW!** Increase targeted **outreach to our local congregations and Jewish agencies to prevent domestic violence** and support survivors of intimate partner violence.
- **NEW!** Explore **innovative approaches** to support our programs for refugees, immigrants, and survivors of trafficking, as well as unaccompanied minors.
- **NEW!** Launch a **day program for Russian-speaking older adults**, collaborating with local senior centers, to increase support and in-person connection.



## ■ OUR JEWISH COMMUNITY

**We will harness the power of Jewish community and define “Jewish community” inclusively.**

JFS brings people together to support each other in times of need, and we have many **volunteer opportunities** where you can live out your values. **Everyone needs support**, and everyone can provide support.

**We are each other’s keepers.**

### WHAT WE’LL DO:

- **NEW!** Launch **Elder Connections**, an opportunity to put your Jewish values into action by supporting and connecting with our elders in the community.
- **NEW!** Invest in **assessing the needs of the Jewish community**, in partnership with Jewish community organizations, to learn more about our community’s evolving needs and to determine the most effective ways to enhance our programs and services in response to those needs.
- **NEW!** Expand our **Jewish Community Connections program** to connect with and build strong relationships within our diverse Jewish community and nurture the next generation of Jewish leaders through increased community education events and volunteer opportunities.

## ■ OUR JFS

**JFS will define strength broadly.**

By **investing in our people, processes, and culture**, modernizing our infrastructure, and strengthening our operational effectiveness, JFS is growing to meet our community’s **changing needs**. We are **investing in the systems and staff** we need to support that growth with staff, volunteers, and supporters who are strong, empowered, and **dedicated to our mission**.

### WHAT WE’LL DO:

- **NEW!** Provide **learning opportunities for all JFS staff**, with a focus on deepening internal relationships and increasing our culture of belonging.
- **NEW!** Revamp our **recruiting and onboarding processes** to ensure all new and incoming staff are welcomed, well-trained, and well-supported.
- **NEW!** Refine our program analysis tools to **better measure and evaluate the outcomes** of the services we provide.



# LEARN MORE

JFS brings people together to **support each other** in times of need by:

**Providing Healthy Food**

**Rebuilding Financial Stability**

**Welcoming Refugees & Immigrants**

**Caring for Older Adults**

**Assisting Adults with Cognitive Disabilities**

**Supporting Domestic Violence Survivors**

**Connecting our Jewish Community**

## ■ TURN YOUR **VALUES INTO ACTION**

### **Volunteer with JFS.**

**Change a life.**

[jfsseattle.org/get-involved](https://jfsseattle.org/get-involved)

[volunteer@jfsseattle.org](mailto:volunteer@jfsseattle.org)

(206) 461-3240

### **Donate to JFS.**

**Strengthen our community.**

[jfsseattle.org/give](https://jfsseattle.org/give)

[donate@jfsseattle.org](mailto:donate@jfsseattle.org)

(206) 461-3150



JEWISH **FAMILY** SERVICE

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