

Pivot to Prosper

Jewish National Fund 2021 and Beyond



JEWISH
NATIONAL
FUND

Moving Forward



There will always be roadblocks like that of COVID-19, yet through each challenge we overcome, we will continue to learn and pivot our organization to adapt for the future. After 119 years, Jewish National Fund would not have the history it does if it wasn't for our ability to be creative and flexible in difficult circumstances. We will continue to embrace the strenuous times while always thriving.

community meaningful
acquisitions boardroom Spectacular Salesforce Israel
leadership Disabilities development Facebook campaign
Doctors plant conservation affiliates Peoplehood Instagram Society
Rabbis virtual planning mobile trustworthy Breakfast staffing campus
national birth 9/11 Israel donate honorable Alternative events donors
Chai Sunday water strong human resources relations JNfuture
working supervisor difference mission make Culinary Root memorial giving
Herzl Tuesday online Galilee 119 years reliable training gifts AMSHI
Israel America shabbat President our King legacy Negev public media Makor
giving National virtual Israel Cast national campaign
remote direct visit innovative peer analytics
Israel Task Israel Yom World
driven virtual Jewish Break Center Tu to for a B to celebrate for staff Israel data women's
lay our s to way for Box
Jewish National Fund
giving Across campaign Solomon peer vision Society 1901 giving story Society
Society social Youtube giving Institute Society Winter Forces zoom
Bob trees giving operations marketing BShevata Council
Alliance training Israel generous Mitzvah zionism Boruchin virtual Travel fellows Eretz
Negev your Land and People of Israel Lawyers
Society prospects JNF university Magazine database Yachad Campaign planned
Sababa fellowship succession crowdfunding community faculty Monday
tracking Be-Inscribed onboarding Haatzmaut engagement
dedications major marketing storytelling corporate



Campaign

Goals and Methods



Major Gifts

5% increase in gift units:

- Rededications
- Virtual Dedications
- Meaningful Monday

Goals and Methods



General Campaign

Grow from 3,800 units to 6,000 units in 2021:

- Zoom Parlor Meetings
- Coffee with an Israeli
- Rabbis for Israel
- Lawyers for Israel
- Eretz Society (\$1,800 minimum)
- Real Estate Affinity Group
- Doctors for Israel

Goals and Methods



Community Campaign

Increase mail appeals from four to five times a year and add 30,000 new donors:

- Trees/Products
- Spectacular Sunday
- Peer to Peer
- Mobile/ Online Giving/ Crowdfunding
- Breakfast for Israel
- Direct Marketing

Goals and Methods



Women's Campaign

10% increase of new units of \$360 donors, 5% increase of \$1,800 contributors:

- Women's National Executive Committee monthly meetings
- Virtual programming series
- Quarterly calls with all regional chairs
- Monthly virtual mission
- All local events to be officially national

Goals



JNFuture

1. Engage a minimum of 899 Sabra-level donors (\$360+)
2. Increase of Root Society level donors (\$1,000+)
3. 1,000 JNFuture major donors:
 - Virtual events
 - Lunch and learns
 - Monthly virtual missions

Goals



Planned Giving

Promote Donor Advised Funds and Annuities:

- Weekly virtual missions
- Quarterly Zoom series

Goals



Foundation and Corporate Giving

- Target foundations
- Aggressive effort to solicit vendors for Zoom series – website and email sponsorships

A wide-angle photograph of a vast, arid landscape. In the foreground, a wooden swing set stands on a rocky, sparsely vegetated hillside. Two people are sitting on the swing, looking out over the horizon. The middle ground is filled with rolling, eroded hills and valleys, creating a complex pattern of light and shadow. The background shows a distant, hazy horizon under a clear sky. The overall color palette is dominated by warm, earthy tones like tan, brown, and gold.

Zionist Education and Engagement

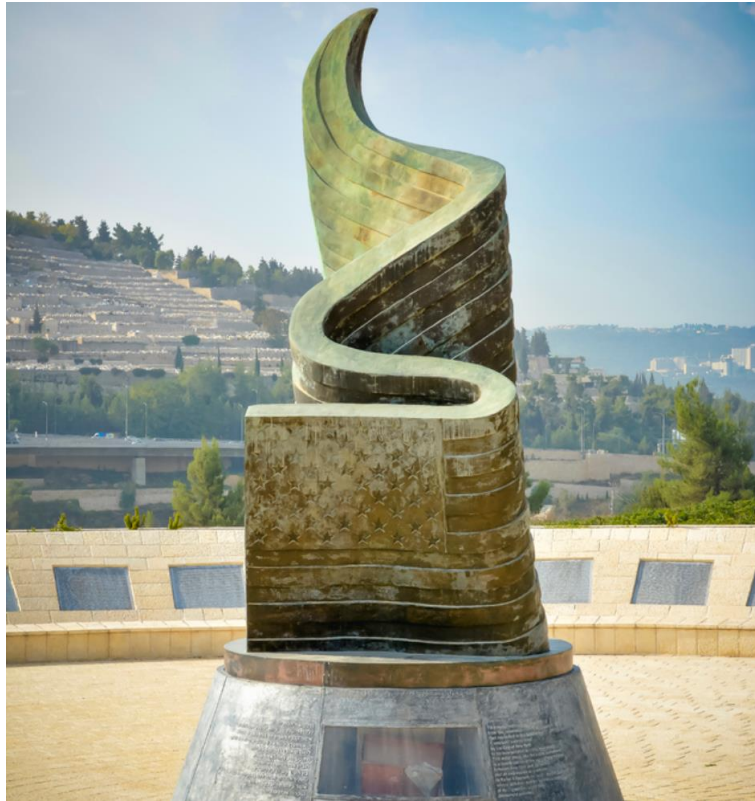
Goals

Kindergarten - 7th Grade



Tu BiShvat Across America

Raise \$250,000



9/11 Memorial

Engage 1,500 students



Plant Your Way to Israel

1,000 participants

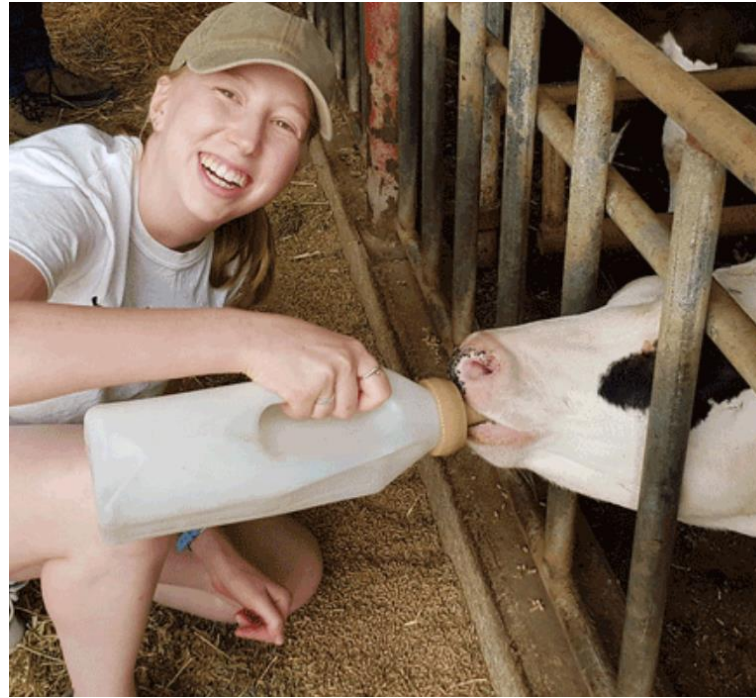
Goals Continued

Middle School - High School



Alexander Muss High School in
Israel

1,500 students per year



Roots Israel

120 participants



Sababa Society

Increase membership by 100

Goals Continued

College Advocacy



Birthright

65 Buses per year



Alternative Winter Break

200 Participants



Caravan for Democracy

80 Students



Faculty Fellowship to Israel

70 Professors



Campus Fellows

25 Campus
Fellows

Goals Continued

Adults



Rabbis for Israel

500 new Rabbis



Student Rabbis

We want to increase communication with and integrate student Rabbis who are studying in Israel



Educators

80 Educators

Vehicles for Our Plan



Kindergarten - 7th Grade

- Follow-up with those who engage
- Blue Box Bob
- 9/11-day recognition
- Yom Ha'Atzmaut
- Tu BiShvat

Vehicles for Our Plan



Middle School - High School

1. AMHSI - education professional responsible for recruiting 25 students
2. B'nai Mitzvah Project - each professional responsible for five participants
3. B'nai Mitzvah Wall - each professional responsible for five recognitions
4. Sababa Society

Vehicles for Our Plan



College Advocacy

1. Alternative Winter Break- each professional is responsible for recruiting 20 students
2. Positively Israel speeches on 60 campuses
3. Birthright
4. 25 Campus Fellows
5. Caravan for Democracy
6. Faculty Fellowship
7. Student Rabbis

Vehicles for Our Plan



Adults

1. Student Rabbis
2. Rabbis for Israel
3. Educators
4. More lay leadership involvement



Storytelling



We must convey our message clearly:

We are Jewish National Fund and we are for the land and people of Israel.

We must tell personal stories about the work we have done and are currently doing. Our experiences have inspired others, and therefore, we must begin to use our donors' and affiliates' voices to tell more stories about our impact.

We need to bring our vision and accomplishments to life.

Digital Marketing



We are creating segmented marketing plans divided by social media platforms and other demographics.

We will have goals for each platform and a strategy for each goal.

We will cross-reference our followers and members of our social media platforms with solicitation activity.

Communication With Our Donors



Our measurement of success will be based on constant communication with our donors.

We are training our professionals and lay leaders to communicate our message and conduct solicitations through these new mediums.

Public Relations



Our conversations are more important than ever before: via telephone, newspapers, Zoom, and social media platforms.

We will be utilizing our text messaging program to help disseminate information.

Postponed events, cancelled meetings, and anti-Israel propaganda are issues that will arise, and we will have a quick action plan to deal with them.

Marketing by Department



- Examples:

- Due to the current market instability, our Donor Advised Fund and annuity marketing will become more aggressive than ever before.
- The implementation of a weekly donor highlight will be shared through our social media platforms.
- Direct marketing and social media.
- Lay leaders and professional staff to tell the Jewish National Fund story.



Travel to Israel

Virtual Missions



People can see a side of Israel that they have never seen before with the help of a licensed Israeli Tour Guide.

Participants experience a tour of Israel and Jewish National Fund projects, hidden gems, and more.

Each trip allows a fundraiser and lay leader to follow up with each of the participants.

Missions



We need to continue to increase the number of people we bring to Israel.

An aerial photograph of a densely populated hillside, likely in a Mediterranean or Middle Eastern setting, during sunset. The sky is filled with dramatic, golden light and wispy clouds. The hillside is covered with numerous small, light-colored buildings, and the overall atmosphere is hazy and warm. The text "Lay Leadership" is overlaid in the bottom right corner in a large, white, serif font.

Lay Leadership

Training



Presidents and Board Members

- Information at all meetings, clearly define positions on individual board responsibilities, cultivate leadership.

Training



Lay Leaders

Include material on:

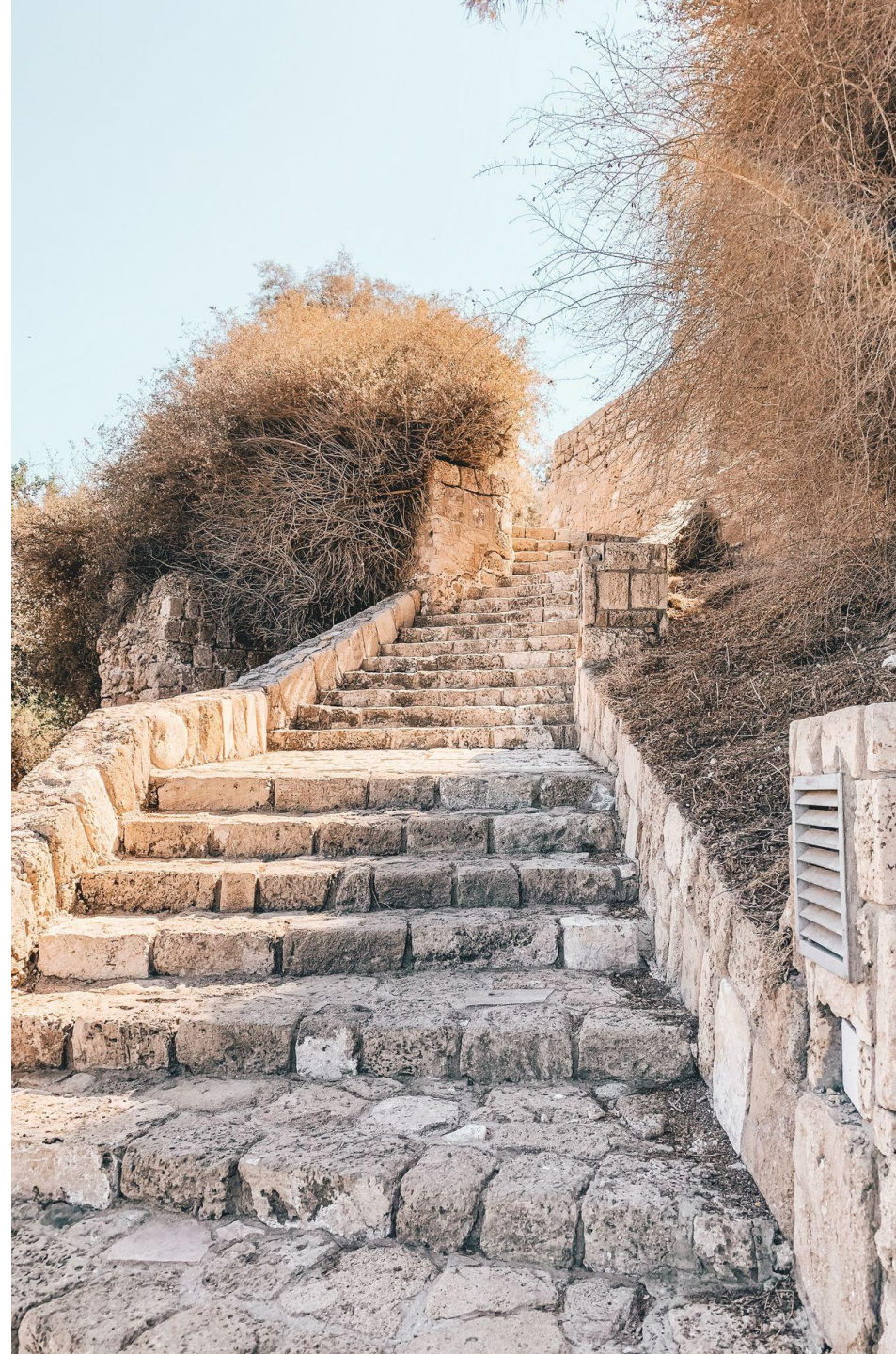
1. Solicitation training
2. Anti-harassment and discrimination training
3. Rules and responsibilities

A person wearing a plaid shirt and a white bucket hat is sitting on a grassy bank, fishing with a rod. They have their hands behind their head, looking out over a calm lake. The lake is surrounded by lush green trees and bushes. In the distance, there are rolling hills under a clear blue sky. The text "Becoming Data Driven" is overlaid on the right side of the image.

Becoming Data Driven

Our Next Step

Salesforce information such as addresses, ages, phone numbers, emails, updated.



Salesforce



- Ensure tasks are properly noted and managed by supervisors.
- Marketing Department: will be using analysis of our database.
- Fundraisers will utilize this information in order to best approach their specified donor meetings.

A photograph of ancient ruins featuring several tall, light-colored stone columns and walls made of large, irregular stone blocks. The scene is outdoors under a clear sky. A person with a backpack is visible on the right side, looking towards the ruins. The word "Operations" is overlaid in white text at the bottom right.

Operations

Adapting to COVID-19

Working Remotely

We were able to quickly set up remote working environments because we developed this direction through our Center of Excellence concept over 10 years ago. Professionals who are working remotely have the proper equipment including computers, screens, printers and internet; and must return this as well.

Our Offices

Our organizational structure in the future will be comprised of fewer single offices and more sub-offices in designated areas.

Acquisitions

Many struggling Jewish non-profits offer a great opportunity to Jewish National Fund-USA for advancement. We will strategically examine those organizations and opportunities worthy of acquisition, determined by added value to our mission.

Outsourcing

With minimal redundancies in staff, there can be a gap in resources if an internal staff member resigns or is terminated. A potential advantage of outsourcing is that we would have a more consistent provider.



Human
Resources

COVID-19 Challenges



Throughout the pandemic, our Human Resource Department has performed tremendously adapting to address the needs of our organization and showcasing the prioritization of the well-being of our staff by personally speaking to every employee during the remote-working period. We have introduced VitalCheck, a virtual health-monitoring platform to keep track of each staff member's health and safety, including individual cases of COVID-19. We have provided every employee across the country with face masks and other cleaning supplies.

Developmental Training



Staff Development

Jewish National Fund University: a five-day training on-boarding



Supervisor Training

Need to have a minimum of one-hour supervision meetings with each staff person per month, log and record them with a detailed agenda.

Staffing and Succession Planning

- We must always attempt to hire top talent and to retain our current professionals, yet the cost of hiring top talent will increase our bottom line.
- As we look to the future of our professional staff, Executive Management, and National Board, we must strive to focus on diversity, inclusion, and equal representation from all areas of the country and across all ages.

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