



## Our Vision

*To be the Architects  
of the Jewish Future®*

## Our Purpose

*Enrich Lives • Build Community  
Inspire Jewish Journeys*

## Our Values

*Welcoming • Jewish  
Pioneering • Collaborative*

# OFJCC Strategic Plan for 2023–2027: EXECUTIVE SUMMARY



## Purpose

**Build a strong Jewish community by helping people find greater meaning and belonging in their lives**

- **CONNECT:** Give everyone an opportunity to connect with a community where they can find a sense of belonging.
- **DEEPEN:** Deepen a sense of Jewish Peoplehood by redefining the relationships among Diaspora Jews and with Israel.
- **CULTIVATE:** Cultivate leaders who can sustain and strengthen the Jewish ecosystem.
- **LAUNCH:** Be the launch pad for young families building a Jewish life together.
- **INCUBATE:** Be a place where people can celebrate, co-create, experiment and discover their own Jewish journeys.
- **INSPIRE:** Curate unique cultural experiences that bring people together.
- **HEAL:** Provide the tools for people to heal themselves and the world, physically, emotionally and spiritually.



## Place

**Create a welcoming second home and vibrant gathering spaces**

- **Invest in spaces and amenities** that keep people safe, engaged and experiencing a sense of delight.
- **Improve the user experience online** for a sense of welcome and ease of navigation and registration.
- **Meet the evolving needs** of our Silicon Valley community with creative services and offerings.



## People

**Build a sense of belonging and a broadly inclusive community**

- Ensure our participants and staff are **representative of the community's diversity**, and feel universally welcomed on our campus.
- Take care of our staff so they **feel valued and are compensated competitively**.
- Have **succession plans** in place for the major departments in the JCC.
- Ensure **everyone can afford to attend our programs** and that we have ample financial aid for those in need.



## Purse

**Improve organizational resilience and operational capacity**

- **Build a substantial OFJCC Future Fund** to ensure the financial sustainability of the JCC for the long term.
- Optimize **revenue-generating** opportunities.
- Develop clear ways to **measure, evaluate and communicate the impact** of our work.
- Ensure our **Board and committee pipelines** are strong and the benches are deep.