

**JEWISH TECHNICAL ASSISTANCE CENTER
("JTAC")**



**NEW INITIATIVES OF THE JEWISH COMMUNITY FOUNDATION
TO HELP BUILD A STRONGER PHOENIX JEWISH COMMUNITY**

INTRODUCTION

***Chazak, chazak, v'nitchazeik – Be strong, be strong, and
let us strengthen each other***

Our Jewish tradition directs us to recite these words at the conclusion of the reading of each of the five books of the Torah. For thousands of years these words have helped us transition from one book of the bible to another with the positive encouragement that we must be strong and strengthen each other. It is this compelling desire to contribute to communal strength that has been at the core of the mission of the Jewish Community Foundation of Greater Phoenix (JCF) for more than thirty years.

A generation ago, thoughtful, farsighted and committed community leaders understood then what we know today... that the Jewish Community Foundation could become the one local philanthropic organization ideally suited to help strengthen our Jewish community through meaningful endowment building. That founding principle continues to guide the Foundation today. As the central resource for long-term Jewish philanthropy in the Greater Phoenix area, the Jewish Community Foundation remains committed to its original goal of striving to enhance the quality of Jewish life.

In every generation, there exists a unique opportunity to add to the strength forged by those who came before. Today, in the Greater Phoenix Jewish community there exists such an unprecedented opportunity. At a time when our community needs innovative bold and imaginative initiatives to respond to the region's current and future philanthropic demands, the JCF is eager to play an important leadership role in responding to this challenge. The JCF is well positioned to help lead the entire spectrum of the region's Jewish communal agencies, synagogues, organizations

and programs along a new pathway, helping to ensure their increased organizational capability, strength, stability and sustainability, all of which will, in turn, enhance our communal strength and thus improve the lives of our fellow Jews.

Through the Jewish Community Foundation's new community-building initiatives we hope to be able to play a catalytic leadership role in helping to strengthen our region.

I. THE NEED TO STRENGTHEN JEWISH COMMUNAL ORGANIZATIONS IN THE GREATER PHOENIX AREA

The measure of great community leaders and organizations can be seen in the way they anticipate and respond to needs even before they are widely discussed or expressed. So it is with the need to address the various gaps and voids that exist within the Jewish community's nonprofit sector. Sensing that local Jewish organizations have varying needs to increase their knowledge and understanding in many areas, the JCF recently surveyed the staffed Jewish communal organizations in the Greater Phoenix area. The survey enabled these agencies to express ways in which the JCF could assist in helping to strengthen their organizations. Survey responses together with personal interviews with professional staff and lay leaders create the picture of a community with many agencies expressing need for assistance and training to better meet their missions.

To better understand the leadership role the JCF could play in assisting Jewish agencies, the Foundation sought the advice and counsel of the St. Luke's Health Initiative's TAP (Technical Assistance Partnership) Program, a ten-year old technical assistance center that has focused on capacity building initiatives for

nonprofit organizations in the general community. The JCF is grateful for the extraordinary generosity of the TAP staff for sharing its business model, experience and suggestions for how the JCF could meet the needs of organizations in the Jewish community.

The JCF received the full support and encouragement of the TAP staff regarding our effort to strengthen Jewish communal agencies. In addition, the JCF has also received enthusiastic support and encouragement from the Governor's Office of Faith Based and Community Initiatives which has encouraged the JCF to become a recognized "Intermediary Agency," an umbrella organization able to assist in strengthening the capacity of faith-based nonprofit community organizations.

The creation of a center for management and organizational training at the Jewish Community Foundation would be a major step towards the JCF's goal of helping to create a stronger network of Jewish agencies which, in turn, can better provide for the religious and non-religious educational, social service, cultural, and advocacy services and programs required by one of America's largest and fastest growing Jewish communities. The strength of a community in great measure comes from the strength of its communal agencies and organizations. The region's continued explosive growth will create far greater demands for services from the community's agencies in the future than have been experienced in decades past. Phoenix has the opportunity to become the next great American Jewish community but that future is only achievable with a stronger network of Jewish communal agencies and organizations. From a strategic and long-term point of view, we believe that the Jewish Community Foundation is well positioned, capable and willing to help achieve this goal. It is the next step in the JCF's fulfillment of its original purpose and its continuing commitment.

II. THE JCF NONPROFIT JEWISH TECHNICAL ASSISTANCE CENTER

After considerable study and assessment, the Jewish Community Foundation recently approved the creation of a new initiative designed to offer the community's Jewish nonprofit organizations capacity-building programs to increase their ability to effectively manage and fulfill their missions for the benefit of the populations they serve. Because the Foundation enjoys the community's respect and trust as an independent and objective force for communal advancement, the JCF is a very appropriate agency to assist the many small to mid-size Jewish organizations in the Valley to develop the necessary business skills and acumen required to achieve success.

The development of a specialized resource center at the JCF will provide a variety of capacity building tools designed for nonprofit organizations which will help strengthen the region's Jewish communal agencies and organizations. Examples of such programs are specialized individual and group training, coaching, mentoring, continuing education and/or consultation in a variety of management, organizational development and general business development disciplines. These services will be delivered through the JCF's Jewish Technical Assistance Center (JTAC).

Examples of topics and subjects to be addressed by the JTAC include:

Board and Leadership Development	Technology and Website Development
Fundraising and Financial Development	Collaboration for Community Building
Marketing Communications and Public Relations	Human Resource Management
Volunteer Recruitment and Training	Program Planning and Research
Financial Management and Business Development	Needs Assessment
Advocacy and Government Relations	Sponsorship and Event Planning
Strategic Planning	Evaluation and Organizational Assessment

The JTAC will be a Center of Excellence within the Foundation matching the JCF resources with communal organizations according to individual needs. The JCF has identified an extensive list of consultants and organizations specialized in virtually every nonprofit management discipline to serve as a panel of experts. When agencies request assistance in a particular category or topic, the JTAC will identify and match the most appropriate experts in one-on-one and/or group sessions on a one-time or periodic basis with those local agencies and organizations in need of specialized support in these and other management areas. These connections will help enhance an agency's ability to become a high-performing organization and fill its voids in particular skills or areas of expertise. The JCF micro-grants will underwrite the costs of providing services from consultants and content experts.

The scope of the consulting work and the resources to be utilized will be determined jointly by the agency and the JTAC. An agreement will be entered into by all three parties – the agency, the JTAC and the consultant. Periodic “check-points” between the agency and the JTAC will help determine whether the arrangement is working effectively so that if a change needs to be made, that can be done prior to the completion of the project and the expenditure of all of the micro-grant funds.

In addition, since the JCF is a funding source for many Jewish agencies in the Valley, every effort will be made to maintain an appropriate level of separation between an agency's needs for (1) improving its organizational effectiveness through the JTAC and (2) funding its projects through the JCF grants which are awarded on the basis of programmatic merit through the Foundation's competitive grant-making process.

III. THE JCF AS AN ADVOCATE TO MATCH DONORS' INTERESTS WITH THE PHILANTHROPIC NEEDS OF JEWISH COMMUNAL ORGANIZATIONS

In addition to contributing to the strengthening of Jewish agencies in the Greater Phoenix area, the Jewish Community Foundation is committed to playing a pivotal role in stimulating greater philanthropic support for those charitable organizations whose mission matches the interests of area philanthropists. The JCF, through its Donor Gift Advising Program will give voice to the many funding opportunities that exist to help strengthen the region's Jewish communal organizations, the programs they deliver and most importantly, the individuals and families throughout the area who benefit from their services.

A key element of this initiative will be to assist regional nonprofits to create individualized, comprehensive case statements establishing the rationale for supporting their agency including its purpose, projects, programs and capital and other needs. The JCF will publish and disseminate these case statements and make them available to the entire regional Jewish philanthropic community, thus enabling donors to make more thoughtful and informed decisions. Each agency will have the opportunity to describe its specific philanthropic needs which will be cross-indexed in a searchable database allowing donors to identify programs that match their philanthropic interests, i.e. youth services, services for the elderly, cultural programs, education, etc.

In addition to publishing and distributing this compendium of charitable information through a variety of sources and media, the JCF will use this information in its regular communication with fund holders and prospective

donors. The Foundation will regularly review the grants made through its Donor Advised Funds and, based on the pattern of grant recommendations, the JCF will share specific needs statements with our Fund Advisors in the hope that in the future they will consider new funding opportunities as they make grant recommendations from their Fund. This information will be especially useful as the JCF works with prospective donors who are considering the creation of permanent endowment funds and who may require assistance in matching their area of interest (or in finding one) with valid needs and effective programs. This communication and dissemination of needs to donors fits “hand in glove” with the results of the JCF’s survey of regional Jewish nonprofit organizations in which respondents agreed that they would be eager to have the JCF assist in communicating their needs to potential funders.

In the past, the JCF took a less active and more informal approach when recommending to donors how their funds could benefit local agencies. Today’s high-performing and more responsive community foundations recognize and value the critical importance of creating a donor-centered environment in which primacy is given to the wishes and needs of contributors. Today’s increasingly complex philanthropic world suggests that donors would like to receive assistance from advocates and ombudsmen to navigate through the variety of giving opportunities and needs in order to evaluate the available choices and ultimately select how and where their charitable support could be directed to achieve the greatest outcomes and impact.

The JCF is committed to assuming a more proactive and expansive role in the area of donor gift advising in the belief that both experienced and new donors want to know how their philanthropic support can help their community. Often, this information may not be widely known. This initiative reflects the increasing

interest of donors to become more personally involved in the organizations they support including holding them accountable for results, and to be able to have a greater role in channeling their support to agencies and programs that are most meaningful to them and their families.

The new JCF Donor Gift Advising Program will position the Foundation as the preeminent source in the region with the expertise and unbiased data to be the trusted and objective community facilitator... the honest broker. Through active and visible donor advising, the JCF will match private philanthropy and the interests of individual, foundation and corporate donors with the charitable needs of Jewish communal agencies.

CONCLUSION

The ability of the JCF to achieve these initiatives will have a transformational effect on: (1) the Jewish communal agencies and organizations in the region; (2) those who benefit from their programs and services; and (3) the funders in the area and the amount of their giving, many of whom desire and deserve more effective advice and representation as they provide increased charitable support to strengthen our community.

Inspired by the Talmudic quote: *As my ancestors planted for me, so do I plant for those who will come after me*, the Jewish Community Foundation also pledges to be guided by the Torah's words: ***Chazak, chazak, v'nitchazeik*** – **Be strong, be strong, and let us strengthen each other.**

These new initiatives represent one of the most important community contributions in the Foundation's history. We believe that these new community-building

initiatives may be one of the most important strategic philanthropic investments the Jewish Community Foundation has ever made. It is our sincere hope that these efforts will have a lasting, dramatic and positive effect on our Jewish community for generations to come.