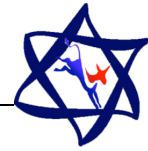




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Implementation plan timelines and specific programming goals have been excluded from the public version of this plan



Executive Summary

This strategic plan outlines the visions of the board of the Young Democrats of America Jewish Caucus (YDAJC) with regard to the future of the caucus in both the short and long terms. The document was prepared following a retreat in June of 2006 where the six national officers of YDAJC and two national YDA executive committee members (who are also caucus members) met in Las Vegas.

Within the strategic plan, YDAJC board members created a mission statement and vision for the organization and evaluated the current status of the organization with regard to a number of variables. Attendees defined the target populations for YDAJC and produce the first organizational history. These analyses translate into a number of goals which the caucus hopes to achieve over the coming years.

Four goals stood out as primary objectives for YDAJC. First, YDAJC should operate in a broader capacity both within and outside of YDA. Second, YDAJC should improve its educational outreach by providing a broader variety of information and more educational outreach. Third, YDAJC should seek to become a larger presence in both the Jewish and YDA communities. And finally, YDAJC should seek to address inconsistencies in organizational structure and composition so as to become a more effective organization.

This strategic plan includes an implementation plan, which would move the organization toward effectively pursuing many of these goals over the coming two years. Sample budgets for implementing these goals. Additionally a number of proposed changes to the structure and bylaws of YDAJC are included that should streamline YDAJC operations. We also include mechanisms for evaluating the progress of the organization toward these goals.



Mission Statement for YDAJC

The Young Democrats of America Jewish Caucus (YDAJC) is an organization dedicated to building the young Democratic Jewish political community. YDAJC seeks to engage young democrats in issues of particular Jewish concern and to invigorate young Jews to engage in politics from a progressive Democratic perspective. YDAJC accomplishes this task through a combination of education, awareness, and social interaction as well as political advocacy on issues of Jewish concern.

Vision for YDAJC

YDAJC will provide resources and educational opportunities to Jews within YDA. These opportunities will be tailored to help identify the Jewish values in progressive political issues. YDAJC will also provide social opportunities to bring Jews within YDAJC together.

YDAJC will be a force in the Jewish community to engage young Jews in the political process and provide a route to greater involvement in both Democratic and Jewish politics. YDAJC will provide educational programming, social events, and direct engagement opportunities to this end.

YDAJC will help engage younger Jews in the Jewish progressive community through feeder relationships with progressively minded Jewish groups throughout the nation. YDAJC will also assist in Jewish progressive programming so that more young people are involved in the educational and political opportunities offered by these groups.

YDAJC will provide educational and social opportunities within YDA to engage a larger community in issues of Jewish concern. YDAJC will also lobby YDA to ensure that YDA is an organization open to Jews of any religiosity.

YDAJC will engage in dialogue with other progressive groups to ensure that positions taken by those groups are welcoming to the Jewish community. To the extent that those positions are not, YDAJC will be an outspoken voice for Jewish issues and a provider of education on those issues.

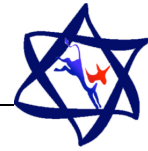


History of YDAJC and the planning process

The Young Democrats of America Jewish Caucus (YDAJC) is a caucus underneath the national 527 organization Young Democrats of America (YDA). YDAJC works both within and outside of YDA in an effort to raise issues of particular Jewish concern among young Democrats and engage young Jews in Democratic politics. The organization was formalized in 2006 after nearly five years operating as an unofficial working group.

When YDAJC became an official caucus underneath YDA, YDAJC had an established bylaws, board, and set of committees from its presence as a working group. Members of the YDAJC board of directors decided that the official recognition of the caucus necessitated a more formal set of guidelines and mission. To this end, board members engaged in a five-hour retreat concentrating on YDAJC's future in June of 2006.

This first plan is conceived as an interim two-year plan to address the expansion of YDAJC offerings and the formalization of the role of the YDAJC both within and outside of YDA. The YDAJC board of directors will continue to assess the future demands and goals of the organization, to assess important opportunities and challenges before the organization, and to evaluate the effectiveness of YDAJC programming.



Target Populations and Needs Assessment for YDAJC

The Young Democrats of America Jewish Caucus was developed to fulfill various pressing needs in the Jewish and Democratic communities. The primary impetus for the formation of YDAJC was the recognition of substantial Republican efforts to sway the Jewish vote and to falsely dichotomize Republican support for the State of Israel against perceived anti-Israeli sentiment in certain fringe elements of the far-left. YDAJC targets five communities in its outreach efforts:

Jewish community within YDA

First, YDAJC targets the *Jewish community within the Young Democrats of America*. For this group, YDAJC is dedicated to demonstrating the Jewish values behind the progressive positions of many Jewish Young Democrats and ensuring that Young Jewish Democrats continue to fight for these progressive issues. Educational and issue-based outreach are lacking for this group, which could lead to many Jewish Young Democrats failing to understand the Jewish positions on contemporary issues or mistakenly believing that their Democratic and Jewish values conflict.

Young Jews outside of YDA

The second primary target group for YDAJC is *young Jews outside of YDA*. Many young Jews have become disaffected with American politics – believing either that their voices cannot be heard or that neither political party provides a strong home for Jews. Many young Jews also fail to realize the value of political engagement or the Jewish traditions and teachings that have formed the basis for Jewish political involvement. YDAJC believes that it is important that these young Jews are offered a place at the Democratic table and are given the resources and exposure to want to bring their Jewish values into the voting booth.

Larger Jewish Democratic community

The larger Jewish Democratic community is also an important target population. Young Jews are not getting involved in progressive Jewish organizations. Further, many of these organizations are looking for additional partnership and advocacy opportunities that will help them expand to a more national level. YDAJC recognizes the importance of bridging across Jewish progressive organizations and believes that the Democratic Jewish community must improve education and outreach opportunities.

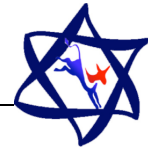


Larger YDA community

The *Young Democrats of America* is not currently friendly to religious Jewish communities because of the Saturday national meeting schedule and because the organization does not consistently provide ample attention to community members who might keep kosher or may be in observance of holidays when meetings are scheduled. Further, the YDA is lacking in resources to do outreach toward young Jews. Many members of YDA are not educated on Jewish issues or on religious observances that could interfere with their activities. YDAJC plans to provide education and to guide policy within YDA to ensure that the organization is friendly and open to all Jews.

Larger Progressive Community

Finally, YDAJC is targeting the larger progressive community. Various individuals in the progressive community have either taken Jews for granted as a constituency or have taken positions that challenge Jewish interests. YDAJC believes that Jews need to be addressed as an important progressive constituency and that the progressive community should be cognizant of positions that run contrary to Jewish interests. YDAJC also believes that Jewish support for many progressive issues should be public within the progressive community at large.



Evaluation of Current Structure and Programming of YDAJC

Current Offerings

Young Democrats of America Jewish Caucus has focused its efforts to date on three types of programming. YDAJC has hosted social events at national meetings, held happy hours, and provided educational resources. Overall, these events and resources have been moderately successful. YDAJC events at YDA national meetings have hosted approximately 400 Young Democrats. These included a large event at the YDA National Convention in San Francisco, a happy hour in Phoenix, a bagel brunch and open lunch in Philadelphia, and a dinner panel in Las Vegas. Approximately 100 people have shown up at one of two happy hours hosted by YDAJC outside of YDA meetings. YDAJC has also sent out information about Jewish holidays and provided YDA with outreach information for the Jewish community.

During the retreat, directors felt that YDAJC could significantly expand the offerings provided. Proposals for an expansion of offerings are included in the plan below.

Current Board Structure

The current board structure consists of fourteen individuals. The board is led by a Chair and includes an Executive Vice Chair, a Secretary, a Treasurer, a Vice Chair for Jewish Outreach, a Vice Chair for Political Affairs, and eight Regional Directors. An additional parliamentarian position has been discussed but is not yet mandated by the organization's bylaws.

Directors generally felt that the composition of the board was appropriate for the mission and future of the organization. Everyone present expressed concern, however, over the position of Regional Director. Of five currently selected Regional Directors, only two have been present for recent conference calls and none were present at the strategic planning retreat. Board members suggested that the initial choice of regional directors before regions were well established and with few members per region likely led to directors of convenience instead of a highly motivated group of individuals, but suggested consultation with regional directors as to how to address the problem.

Board members also expressed interest in future policies designed to expand the executive committee and board structure for YDAJC.

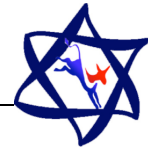


Current Committee Structure

Four standing committees and two ad hoc committees currently operate underneath YDAJC. Among the standing committees are the First-Step Issues and Strategic Planning Committee, Fundraising Committee, Committee on Building Constructive and Beneficial Relationships, and the Jewish Awareness Committee. Current ad hoc committees included the Likelihood of Passage Committee and the Organizational Structure Committee.

Directors found that all committees had ceased to perform effective duties. Many of the duties had been transferred to elected officers after the creation of a formal executive board, and many of the committees, like First Step Issues and Strategic Planning and Likelihood of Passage were either obsolete or undefined. Further, committees linked to the job of a specific officer were not always under the jurisdiction of that officer (i.e. the Fundraising committee was not headed by the Treasurer, but by the Executive Vice President). These inconsistencies led board members to disband all acting committees and to restructure the committee system.

Directors decided to maintain the opportunity for a committee structure, but to alter the nature and leadership of all future committees. Board members concurred that future committees will fall under the jurisdiction of an elected officer with the job description most closely matching that of the committee in question. It was decided that, henceforth, all standing committees should be created at the request of the elected officer under whom such jurisdiction would exist, pending executive committee approval. Ad hoc committees, however, would remain under the jurisdiction of the President. Unlike standing committees, prior executive board approval is not required for the creation of an ad hoc committee, but only for its continuation past the first executive board meeting following the creation of the committee.



External Opportunities and Challenges

The Young Democrats of America Jewish Caucus is uniquely positioned to address many of these challenges. First, YDAJC is the most national organization of its kind. Board members for YDAJC currently represent ten states from across the country. This allows YDAJC to address a larger constituent population and to take on issues in a more national fashion than similar groups. This also opens up the possibility for coordinated events across multiple locations nationwide, a strategy that was utilized for the YDAJC national Purim happy hour in 2006. YDAJC's national base also poses problems for the organization. YDAJC is only able to regularly assemble board meetings at national committee meetings or by conference call. Critical mass for large scale events is only achieved in a few places (NY, DC, and National Committee Meetings). Regular conference calls already help to coordinate the organization. In the future, localization through state and local caucus groups will allow YDAJC to continue to act nationally while maintaining effectiveness at the local level.

YDAJC is also unique in its relation to YDA. YDA is the fourteenth largest 527 organization in the country and the largest addressing youth issues. Members of YDA are also influential in their local communities and well connected with local and national politicians. The ability to access people of influence through YDA and to utilize YDA's organizational resources help ensure the continued survival of YDAJC. The relationship with YDA also does come with certain drawbacks. YDAJC is a partisan organization, which limits the ability of YDAJC to provide educational offerings that are accepted by the wider public.

YDAJC is also looking to formalize its relationship with the National Jewish Democratic Coalition (NJDC). The current relationship does encourage cross-pollination of ideas and targets, but YDAJC is looking to form a broader partnership with NJDC that will better serve the needs of both organizations.

A number of other organizations operate with regard to various target populations of YDAJC. YDAJC is hoping to work with as many of these organizations as it is legally allowed to. Organizations of interest include:

Jewish Organizations:

HIAS	JCPA	Hillel	AIPAC	JSPAN/PJA/JALSA
JNF	JDC	ADL	Gesher City	

Democratic Organizations:

YDA	CDA	DNC	DFA	Progressive Majority
NDN				

YDAJC is conducting outreach to all of these organizations and others.



Key Goals and Objectives

- I. Strengthen the ability of YDAJC to operate both within and outside of YDA.
 - Increase funding for events and educational opportunities
 - Reach out to organizations and groups to build YDAJC membership and partnerships
 - Reevaluate organizational structure and clarify board responsibilities
 - Establish state and local chapters

- II. Increase informational opportunities provided by YDAJC
 - Regularize educational outreach by YDAJC
 - Provide information on legislation and candidates
 - Improve web-based outreach
 - Produce issue-based materials

- III. Increase community awareness of YDAJC
 - Broaden educational outreach by YDAJC
 - Outreach to apolitical Jewish organizations
 - Distribute informational materials produced by YDAJC

- IV. Standardize structure and composition of YDAJC
 - Revamp bylaws of YDAJC
 - Streamline committee system
 - Produce policy on religion and governance
 - Provide chapter development materials



Evaluation

The Young Democrats of America Jewish Caucus will seek to regularly evaluate the effectiveness of the programs, initiatives, and organizational structure of the caucus. The secretary, chair, and executive vice chair will be responsible for ensuring that evaluations are regularly conducted and properly disseminated.

Evaluations of organizational effectiveness will include the following:

Membership

YDAJC is a member organization. Though membership confers no fees and does not require a direct involvement in the activities of the caucus, membership does help YDAJC assess the scope of impact of YDAJC programming and messages. YDAJC will assess membership through maintaining detailed membership records of individuals involved in the caucus.

Program Attendance

Beyond simply the number of people who are on YDAJC mailing lists and receiving YDAJC information, effective outreach requires that people are involved in YDAJC educational and outreach efforts. To this end, YDAJC will keep accurate records of attendance at all events and contacts made with individuals outside the organization.

Repeat Attendance

YDAJC programming should build interest in issues of particular Jewish concern and should engage members and others to become more directly involved with the organization. To the extent that individuals continue to attend YDAJC events, they will be indicating that programming has been sufficiently interesting, effective, and engaging to encourage individuals to come to additional YDAJC events.

Program and Membership Feedback

YDAJC will regularly solicit the opinions and suggestions of program attendees and members regarding the effectiveness of current YDAJC initiatives and ideas for future programming, positions, and initiatives that could help further the mission of YDAJC.



Target Group Feedback

YDAJC will also regularly solicit the opinions of members of YDAJC target groups to assess how well information about YDAJC has spread to those groups as well as what initiatives might make YDAJC more inviting for their membership or more available as a resource.

Additional Evaluations

Periodically, YDAJC will define additional short-term goals such as fundraising targets, mobilization of volunteers in selected campaigns, etc. which can be quantitatively measured.