

Congregation Agudath Achim Strategic Plan 2011-2016

MISSION: Agudath Achim is a Jewish, egalitarian congregation that provides a spiritual, educational and social community blending traditional ritual/practices with contemporary realities.

Vision Statement: Congregation Agudath Achim is a growing, vibrant, spiritually rich community.

Goal 1: Growth and Membership

Congregation Agudath Achim recruits and retains membership sufficient to sustain vibrant participation and financial stability, with a goal of 5% growth per year--325 members in 2016.

	<u>Responsibility</u>	<u>Completion Date</u>	<u>Assessment</u>
Objective 1: Evaluate current membership outreach processes to determine strengths and weaknesses.	Membership Cmte	31-Dec-11	
Strategy 1: Identify outreach activities that we are already doing.			
Strategy 2: Determine how successful they have been.			
Strategy 3: Weigh benefits of open (non-members included) programs regarding recruitment versus participation of non-members without ever joining the shul.			
Objective 2: Identify target demographics for potential new members.	Membership Cmte	31-Dec-11	
Strategy 1: Determine what we know about unaffiliated Jews in Sun City, The Landings, Young Jewish Savannah, Hunter and Ft. Stewart.			
Strategy 2: Identify best marketing strategies; i.e. individual versus mass marketing.			
Objective 3: Identify best practices from other synagogues related to membership outreach.	Membership Cmte/ Professional Staff	31-Dec-11	
Strategy 1: Contact United Synagogue regarding synagogues of similar size and query them as to their outreach practices.			
Strategy 2: Contact other non-profits regarding marketing.			

Goal 2: Services and Rituals

Congregation Agudath Achim provides spiritually enriching services and a ritual framework for life cycle events that encourage members and potential members to attend, foster a sense of community, and inspire participation.

	<u>Responsibility</u>	<u>Completion Date</u>	<u>Assessment</u>
Objective 1: Establish focus groups to assess current situation. Strategy 1: Invite members of congregation to participate in focus groups targeting four age groups: 25-45 with children, 25-45 without children, 46-65, and over 65. Strategy 2: Make recommendations to board based on input received.	Ritual Committee	31-Dec-11	
Objective 2: Investigate successful models at other similar Conservative synagogues and develop recommendations for implementation at Agudath Achim Strategy 1: Contact United Synagogue for list of congregations of similar size. Strategy 2: Contact at least three congregations on this list. Strategy 3: Make recommendations to board based on information received.	Ritual Committee	30-Jun-12	
Objective 3: Develop and implement a plan to bridge generational differences Strategy 1: Contact United Synagogue for a consultant experienced in this area. Strategy 2: Confer with a consultant to develop a plan to implement ideas.	Education Committee/ Professional Staff/ Youth-Young Adult Committee	30-Jun-12	

Goal 3: Education

Congregation Agudath Achim has a broad range of actively attended programs that serve member adults, member children, and potential members.

	<u>Responsibility</u>	<u>Completion Date</u>	<u>Assessment</u>
<p>Objective 1: Establish a more structured educational environment with regularly scheduled programs.</p> <p>Strategy 1: Establish a quarterly schedule of current and new classes, lectures, programs.</p> <p>Strategy 2: Market these events through phone calls, emails, Hayom, website, Savannah Jewish News.</p>	Education Committee/ Professional Staff	30-Sep-11	
<p>Objective 2: Mix educational opportunities with social activities to attract younger age group.</p> <p>Strategy 1: Create Havurah group among under 40 age group.</p> <p>Strategy 2: Marketing.</p>	Education Committee/ Youth-Young Adult Cmte	30-Sep-11	
<p>Objective 3: Survey congregation for preferred programming ideas.</p> <p>Strategy 1: Contact United Synagogue to help develop a congregational survey.</p> <p>Strategy 2: Compile and send out survey and analyze results.</p>	Education Committee/ Professional Staff	30-Sep-11	

Goal 4: Facility

Congregation Agudath Achim has a fiscally sustainable and adaptable building that meets all of its needs.

	<u>Responsibility</u>	<u>Completion Date</u>	<u>Assessment</u>
Objective 1: Prepare an assessment of the existing building. Strategy 1: Conduct an official walk thorough and report findings - to include repairs, refurbishment needed, and age of utilities ; i.e. roof, compressors, fridge, etc. Strategy 2: Increase size of Building and Grounds committee. Strategy 3: Identify donor-specific opportunities (not the <i>who</i> , just the <i>what</i>).	Building and Grounds Committee	31-Dec-11	
Objective 2: Establish a Building and Grounds Beautification Plan. Strategy 1: President to appoint a committee to include at least one Board member. Strategy 2: Establish a beautification plan.	Building and Grounds Committee (expanded)	1-Sep-11	
Objective 3: Research trends in synagogue architecture and how to apply these to the existing building or a new building. Strategy 1: Through United Synagogue contact other synagogues of similar size with recent renovations. Strategy 2: Visit selected synagogues to view renovations.	Building and Grounds Committee/Professional Staff	30-Jun-12	

Goal 5: Leadership

Congregation Agudath Achim has a large pool of members who are willing and able to accept responsibility and provide leadership in all areas of synagogue life.

	<u>Responsibility</u>	<u>Completion Date</u>	<u>Assessment</u>
Objective 1: Develop and implement a leadership incentive program. Strategy 1: Contact United Synagogue for leadership incentive programs/ideas already in use. Strategy 2: Make recommendations and present to the Board for implementation.	Board Officers	30-Jun-12	
Objective 2: Identify, attract, and obtain commitment from twenty potential new leaders who are willing to accept leadership positions. Strategy 1: Request recommendations from past and present board members for people with leadership potential in a variety of different areas. Strategy 2: Approach individuals to see if they would be willing to accept designated leadership positions.	Board Officers	30-Jun-12	

Goal 6: Finance

Congregation Agudath Achim has long term solvency and sustainability without using the endowment for operational expenses.

	<u>Responsibility</u>	<u>Completion Date</u>	<u>Assessment</u>
Objective 1: Develop a 5-year budget projection to be reviewed annually. Strategy 1: Review strategic plan with Finance Committee. Strategy 2: Establish list of assumptions (i.e., salaries, dues, etc.) to extrapolate budget from one year to five years.	Finance Committee	1-Jul-11	
Objective 2: Hold additional major fundraising activities during the upcoming year to raise \$30,000. Strategy 1: Establish Donor Dues Chair and committee and initiate solicitations. Strategy 2: Solicit sponsorships for all events held during the year.	Fundraising Chair	30-Jun-12	
Objective 3: Direct Finance and Membership Committees to work together to increase revenue through dues. Strategy 1: Evaluate dues structure for all membership types. Strategy 2: Forecast revenues based on expected growth of membership.	Finance Committee	30-Jun-12	
Objective 4: Develop strategy/process to encourage member to participate in planned giving opportunities. Strategy 1: Establish a planned giving chair and committee. Strategy 2: Establish and initiate a solicitation plan.	Fundraising Chair	30-Jun-12	
Objective 5: Develop a method to inform congregants of the financial position of the synagogue. Strategy 1: Publish quarterly report in <i>Hayom</i> and on-line news bulletin on status of dues and Yom Kippur pledge collections. Strategy 2: Establish a financial information access point for interested congregants.	President	30-Sep-11	April 28-2011