

**PRIORITY GOAL #1: Increase the capacity of volunteer and staff leadership and their use of practices that promote inclusion and inquiry.**

<b>Strategy 1A: Invest in leadership development.</b>			
<b>ACTION STEPS</b>	<b>PERSON RESPONSIBLE</b>	<b>COMPLETED BY</b>	<b>STATUS</b>
1. Onboarding / orienting new board members: <ul style="list-style-type: none"> <li>▪ Conduct an informal orientation with participation of the full board, plus food and social time.</li> <li>▪ Launch a formal, annual orientation that engages the full board and includes an update on roles/responsibilities and any bylaws changes, with a social component following.</li> </ul>	Board President  1 <sup>st</sup> Vice President (Officers, Committee Chairs)	May 1, 2024  April 30, 2025	<b>Completed</b>
2. Establish a buddy system to annually match new board members, new committee chairs, and new committee members with a more tenured peer. <b>Need to formalize the process and engage committee chairs.</b>	Board President (Rod, Committee Chairs)	<b>October 30, 2024</b> & May 1, 2025	
3. Recruit a group of up to 4 board members to participate in each Gulf Coast Board Institute (October & February) until all have completed; send new board members thereafter and encourage participation by individuals being considered for future board service.	Board President	August 18 & December 1, 2024	<b>Completed</b> <b>(Oct session)</b>

<b>Strategy 1B: Two-way communication with internal stakeholders.</b>			
<b>ACTION STEPS</b>	<b>PERSON RESPONSIBLE</b>	<b>COMPLETED BY</b>	<b>STATUS</b>
1. Board meeting minutes: <ul style="list-style-type: none"> <li>▪ Set a written standard and template for board minutes based on best practice.</li> <li>▪ Set a written standard and template for committee minutes based on best practice. <b>Working on this practice first with committees that are involved in implementing the strategic plan.</b></li> <li>▪ Post board meeting minutes on the membership portal upon approval by the board.</li> </ul>	Board President  Board President  Board Secretary (Aaron Rosen)	May 31, 2024  <b>November 30, 2024</b>  <b>Monthly</b> (Begin Sept 2024)	<b>Completed</b>  <b>In Progress</b>

<p>2. Congregational e-newsletter:</p> <ul style="list-style-type: none"> <li>▪ Include a notification in the newsletter each time board minutes have been posted in the membership portal.</li> <li>▪ Provide a link to the blog on Strategic Plan implementation progress/ achievements and recognition of those involved.</li> </ul>	<p>Board Secretary</p> <p>Board Secretary (SP Co-Chairs)</p>	<p><b>Monthly</b> (Begin Sept 2024)</p> <p><b>Monthly</b> (Begin June 2024)</p>	<p><b>Current 9/24</b></p>
<p>3. Re-design congregational meetings to be more engaging and promote focused discussion/input on important issues (e.g. see suggestions in Roberta’s Rules of Order).</p>	<p>Board President (Officers)</p>	<p>January 1, 2025</p>	

**Strategy 1C: Clarify future leadership structure and roles.**

ACTION STEPS	PERSON RESPONSIBLE	COMPLETED BY	STATUS
<p>1. Appoint an ad hoc committee, including representation from the existing bylaws committee, to review bylaws and recommend an effective organizational/leadership structure and roles to take JCV forward.</p>	<p>Board President (Annette Blum)</p>	<p>August 15, 2024</p>	<p><b>Completed</b></p>
<p>2. Determine whether this process should include support from an outside consultant, and if so request board approval to fund.</p>	<p>Ad hoc Structure Committee Chair (Structure Cmte)</p>	<p>Sept 15, 2024</p>	<p><b>Completed</b></p>
<p>3. Conduct bylaws/structure review (including research of similar organizations with staff) with special consideration for building a strong leadership “bench” and promoting smooth succession (Note: Also see 3C [2]).</p>	<p>Ad hoc Structure Committee Chair (Structure Cmte)</p>	<p>December 1, 2024</p>	
<p>4. Present recommended structure/bylaws changes to full board for approval (provide draft amended bylaws in board meeting packet).</p>	<p>Ad hoc Structure Committee Chair</p>	<p>January 31, 2025</p>	
<p>5. Present recommended structure/bylaws changes to congregational membership (provide draft amended bylaws 14 days in advance of the meeting).</p>	<p>Board President (Ad hoc Structure Committee Chair)</p>	<p>March 31, 2025</p>	

<b>Strategy 1D: Explore potential for adding administrative staff.</b>			
<b>ACTION STEPS</b>	<b>PERSON RESPONSIBLE</b>	<b>COMPLETED BY</b>	<b>STATUS</b>
1. Research the benefits and costs of adding professional-level administrative staff (i.e. job descriptions/duties, FT/PT models, salary levels, etc.).	HR Committee Chair (HR Committee)	December 1, 2024	
2. Report findings to full board for discussion and determine next steps.	HR Committee Chair (HR Committee)	December 31, 2024	

<b>Strategy 1E: Clarify and codify organizational practices.</b>			
<b>ACTION STEPS</b>	<b>PERSON RESPONSIBLE</b>	<b>COMPLETED BY</b>	
1. Appoint an ad hoc committee to create a policies & procedures manual that eliminates reliance on knowledge held by specific individuals and allows for consistency and continuity in operations.	Board President	June 1, 2025	
2. Research examples of synagogue policy & procedures manuals (assistance from Federation?) to determine the scope of what should be included and determine next steps.	Ad hoc Policy Committee Chair (Policy Committee)	June 30, 2025	

**PRIORITY GOAL #2: Grow the size and engagement of JCV's membership.**

<b>Strategy 2A: Update branding based on JCV's new strategic direction.</b>			
<b>ACTION STEPS</b>	<b>PERSON RESPONSIBLE</b>	<b>COMPLETED BY</b>	<b>STATUS</b>
1. Appoint an ad hoc Communications Committee with cross-functional representation of up to 8 individuals drawn from members (not chairs) of pertinent committees (e.g. membership, ritual, etc.).	Board President (Cynthia Greene)	August 30, 2024	<b>Completed</b>

<p>2. Unified messaging:</p> <ul style="list-style-type: none"> <li>▪ Draft unified messaging and a tagline that is inclusive (in lieu of a name change).</li> <li>▪ Test draft messaging with the target audience (50's-60's newcomers) and refine as needed based on feedback.</li> <li>▪ Share revised draft messaging at congregational meeting and solicit feedback in a structured way.</li> <li>▪ Make further refinements as needed based on feedback.</li> <li>▪ Present final messaging recommendation to the full board for approval.</li> </ul>	<p>Comms Chair (Comms Cmte) Comms Chair (Cmte, Kim Adler) Board President (Comms Chair) Comms Chair (Comms Cmte) Communications Chair</p>	<p><b>October 30, 2024</b> November 30, 2024 January 26, 2025 January 31, 2025 February 12, 2025</p>	
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**Strategy 2B: Cultivate new members (Target = Total of 35 new members in Year 1, for a net increase of 15).**

ACTION STEPS	PERSON RESPONSIBLE	COMPLETED BY	STATUS
<p>1. Develop a comprehensive external marketing plan including print, social media, etc. and incorporate use of Federation's mailing list.</p>	<p>Comms Chair (Comms Cmte)</p>	<p>March 1, 2025</p>	
<p>2. Build a stronger relationship with Jewish Federation &amp; increase coordination:</p> <ul style="list-style-type: none"> <li>▪ Assign a Liaison to act as the primary contact with Federation, including for the Newcomer Ambassador Program.</li> <li>▪ Coordinate a schedule to ensure JCV has representatives attending Federation events as ambassadors on a regular basis.</li> <li>▪ Set up a process to ensure JCV consistently meets deadlines for submission of events (those open to the public) to the Federation calendar.</li> <li>▪ Arrange at least 1 event co-sponsored with Federation to be held at JCV (Schmooze, etc.). <b>Plans in place for November Men's Club speaker, January Film Festival site; working on national author visit.</b></li> </ul>	<p>Board President  Liaison  Comms Chair (Comms Cmte)  Liaison (Events Committee)</p>	<p>May 15, 2024  <b>Monthly</b> (Begin June 2024) March 1, 2025  June 30, 2025</p>	<p><b>Completed</b>  <b>Current 9/24</b>    <b>In Progress</b></p>
<p>3. Engage the broader congregation in new member welcome process:</p> <ul style="list-style-type: none"> <li>▪ Recruit members to be part of ambassador program. <b>Some added this spring; presenting at fall congregational meeting.</b></li> <li>▪ Provide training and consistent talking points for ambassadors.</li> </ul>	<p>Membership Chair (Membership Cmte) Membership Chair (Membership Cmte)</p>	<p><b>October 13, 2024</b>  <b>November 1, 2024</b></p>	<p><b>In Progress</b>  <b>In Progress</b></p>

<p>4. Clarify the benefits of JCV membership:</p> <ul style="list-style-type: none"> <li>▪ Identify concerns surrounding member benefits, and propose in writing specifically which programs/activities/benefits should be for members and which should be available to non-members.</li> <li>▪ Present recommendation to full board.</li> </ul>	<p>Board President (Membership, Men’s Club &amp; Sisterhood Chairs or designee) Board President</p>	<p>December 4, 2024  December 11, 2024</p>	
<p>5. Outreach:</p> <ul style="list-style-type: none"> <li>▪ Sponsor/co-sponsor at least 1 Chanukah event in a community where JCV member(s) reside.</li> <li>▪ Organize sign-up for JCV events mailing list and distribute brochures at informal Chanukah events in communities where JCV member(s) reside.</li> <li>▪ Design and implement a series of outreach touches to Sisterhood and Men’s Club members who are not JCV members. <b>Re-evaluate after clarification of membership benefits and related issues.</b></li> </ul>	<p>Events Chair (Events Cmte) Events Chair (Events Cmte)  Membership Chair (Membership Cmte)</p>	<p>January 2, 2025  January 2, 2025  January 31, 2025</p>	

**Strategy 2C: Engage and retain existing members.**

ACTION STEPS	PERSON RESPONSIBLE	COMPLETED BY	STATUS
<p>1. Develop a detailed plan/schedule to conduct focus groups to gather input from existing members, including:</p> <ul style="list-style-type: none"> <li>▪ Recruiting and training facilitators.</li> <li>▪ Soliciting input from the full board and designing a set of focus group questions around members’ program interests, facility priorities, communications preferences, and other issues of engagement.</li> <li>▪ Offering participation to all congregants and coordinating the population of focus groups by <i>congregant tenure</i>.</li> </ul>	<p>Strategic Planning Co-Chairs (SP Cmte) (Sub-Cmte: Rod, Deborah, Harry, Eli, Marla, Cynthia)</p>	<p>October 31, 2024</p>	<p>In Progress</p>
<p>2. Oversee implementation of congregant focus groups (Dec-Jan).</p>	<p>Strategic Planning Co-Chairs (Sub-Cmte)</p>	<p>January 31, 2025</p>	
<p>3. Compile focus group results and develop a written report that shows results by tenure and in total.</p>	<p>Strategic Planning Co-Chairs (SP Cmte)</p>	<p>March 31, 2025</p>	

<p>4. Facilities planning:</p> <ul style="list-style-type: none"> <li>▪ Working as a cross-functional facilities team (House &amp; Grounds Committee + Chairs of Ways &amp; Means, Memorial Park, Security), develop a draft Facilities Plan that takes into consideration congregant focus group results, identified maintenance needs, and the existing 2019 engineering report.</li> <li>▪ Present Facilities Plan recommendation to the full board for approval.</li> </ul>	House & Grounds Chair (Team)	May 31, 2025	
<p>5. Develop an annual (FY 25-26) Events/Program Plan taking congregant focus group results into consideration; confer and coordinate with Membership, Men’s Club, Sisterhood, and Adult &amp; Family Education.</p>	Events Chair (Events Committee)	June 30, 2025	
<p>6. Working as a cross-functional team (Membership Committee + Caring Committee), identify any further engagement and retention needs based on focus group input and determine next steps.</p>	Membership Chair (Membership Cmte + Caring Committee)	April 30, 2025	

**PRIORITY GOAL #3: Enhance the financial viability and acumen of the JCV.**

<b><u>Strategy 3A: Coordinated fundraising.</u></b>			
<b>ACTION STEPS</b>	<b>PERSON RESPONSIBLE</b>	<b>COMPLETED BY</b>	<b>STATUS</b>
<p>1. Expand Ways &amp; Means to a cross-functional fundraising team including representation from Ways &amp; Means + Finance + Endowment + Events.</p>	Ways & Means Chair	June 1, 2024	<b>Completed</b>
<p>2. Determine whether comprehensive planning should include support from an outside consultant, and if so request board approval to fund.</p>	Ways & Means Chair (expanded Committee)	December 31, 2024	
<p>3. Develop a comprehensive 3-Year Fundraising Plan that clearly defines the purpose of each donation opportunity; establishes specific fundraising goals for operations, capital, and endowment; and lays out a detailed plan with tasks and timelines for achieving each goal.</p>	Ways & Means Chair (expanded Committee)	June 30, 2025+	
<p>4. Roll out ways to donate/invest in JCV with unified, clear messaging to the congregation.</p>	Ways & Means Chair (expanded Committee + Communications)	June 30, 2025+	

<b>Strategy 3B: Donor recognition.</b>			
<b>ACTION STEPS</b>	<b>PERSON RESPONSIBLE</b>	<b>COMPLETED BY</b>	<b>STATUS</b>
1. List donors monthly in the congregational newsletter for all types of donations received, with a separate section recognizing High Holiday donors in November.	Ways & Means Chair (W & M Committee, Website Committee)	Monthly (Begin Sept 2024)	Current 9/24
2. Tree of Life: <ul style="list-style-type: none"> <li>Contact original trust attorney in an attempt to research history of the Tree of Life donors/levels. Chair will reach out to Susan.</li> <li>Re-dedicate and promote with named levels (if original levels can't be determined, start fresh).</li> </ul>	Susan Litwer  Ways & Means Chair (W & M Committee)	October 1, 2024  January 31, 2025	

<b>Strategy 3C: Coordinated financial planning and budgeting.</b>			
<b>ACTION STEPS</b>	<b>PERSON RESPONSIBLE</b>	<b>COMPLETED BY</b>	<b>STATUS</b>
1. Restricted funds: <ul style="list-style-type: none"> <li>Redefine the system for restricted funds including protocol for establishing and managing them.</li> <li>Evaluate the existing restricted funds and how they can be put to the most appropriate use.</li> <li>Report recommendations to full board and determine next steps.</li> </ul>	Treasurer (Finance Committee) Treasurer (Finance Committee) Treasurer	October 1, 2024 October 1, 2024 October 31, 2024	In Progress In Progress
2. In the evaluation of structure, streamline financial functions into fewer groups (2 standing committees recommended: Finance Committee + Ways & Means/Fundraising Committee).	See Strategy 1C [3]	December 1, 2024	
3. Establish a formal budgeting process that includes a format and timeline for committees to express their needs and submit draft budgets to Finance, and culminating in presentation of a comprehensive budget to the full board for approval in May (July 1 start of FY).	Treasurer (Finance Committee, Committee Chairs)	January 1, 2025	
4. Create an annual calendar of key deadlines for administration/finance.	Treasurer (Finance Committee)	January 1, 2025	

5. Research examples (publicly available or from contracted accountant) and develop a financial procedures manual to ensure proper documentation and accepted accounting practices are followed.	Treasurer (Finance Committee)	June 30, 2025	
6. Engage the full board in discussion to set policy on minimum operating reserves.	Treasurer	June 30, 2025	

**Strategy 3D: Increase financial knowledge.**

<b>ACTION STEPS</b>	<b>PERSON RESPONSIBLE</b>	<b>COMPLETED BY</b>	<b>STATUS</b>
1. Enhance the financial information shared with congregants: <ul style="list-style-type: none"> <li>▪ Present current budget performance snapshot at the Q3 congregational meeting.</li> <li>▪ Share new board-approved budget at the Q2 congregational meeting, including provision of hard copies to all members in attendance.</li> </ul>	Treasurer  Treasurer	March 31, 2025  October 13, 2024 & October 31, 2025	
2. Provide an annual session to break down/explain quarterly and consolidated financial statements to the board in plain English and answer questions.	Treasurer	April 30, 2025	