

**Temple Jeremiah
Long Range Plan
2011 - 2016**

Goal # 1- Temple Jeremiah will be a source of spiritual, intellectual and social sustenance for congregants									
Action						Measurement			
Responsible Party		Strategic Objective		Key Strategy		Plan	1	3	5
<i>Board Membership Youth Outreach</i>	A	Create Temple Jeremiah as a community gathering place for congregants	A1	Social programming	A1a	Membership celebration dinners: Friday Evening & Holidays; Other Celebratory Events	50 +	75+	100+
<i>BH/SH</i>					A1b	BH/SH Social events	3 year; 30+ Attendance	5 year; 40+ Attendance	5 year; 50+ Attendance
<i>Youth</i>					A1c	Youth Lounge Improvements	New Paint, hang many pictures of youth group events	Furniture updates toward lounge/café style	Bigger ticket items (new TV/projector system, game systems, computer)
<i>Adult Learning Golder Interfaith Clergy</i>					A1d	Outreach / Inreach Programs	3 year	5 year	5 year
<i>Board</i>			A2	Greeter/lounge chat	A2a	Board Members sign up at board meetings	50% participation	75% participation	90% participation
<i>Board</i>			A3	Board members present and visible at events, reaching out to congregants and attendees	A3b	Board members to be identifiable to congregants.	1 or more board member present and wearing name tag	2 or more board members present and wearing name tags	5 or more board members present and wearing name tags
<i>Board</i>					A3b	Emphasis to Board the importance of attendance at events	sign up at Board meetings for what each member will, at a minimum, attend yearly	sign up at Board meetings for what each member will, at a minimum, attend yearly	sign up at Board meetings for what each member will, at a minimum, attend yearly

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<i>Board</i>			A3c Visible in Covenant; Board Photos; Board members present at events	States in President's Article; Post Board Photos annually; Bd. Members attend at least 4 events per year.	Continue President's Article; Post Board Photos annually; Bd. Members attend at least 4 - 6 events per year	Continue President's Article; Post Board Photos annually; Bd. Members attend at least 6-8 events per year			
<i>Board President</i>			A3d "Ask the President" sessions - Tool to elicit congregational input	Hold Sessions 3x/yr	Hold Sessions 3x/yr	Hold Sessions 3x/yr			
<i>Board Leadership Development</i>		A4 Leadership Connections – becoming more visible within our Temple Jeremiah community	A4a Neighborhood calls / Neighborhood events	Reach out to all of our congregants 1x/yr	Reach out to all of our congregants 2x/yr	Reach out to all of our congregants at least 2x/yr			
Adult Ed Comm Outreach Social Action Youth BH/SH		A5 Multi-plex programming	A5a Multiple programs being offered at one time on specific regular dates / times that appeal to different demographics and family dynamics	1 youth alternative service per year	3-4 youth alternative services per year	Regularly scheduled youth alternative services.			
Early Education Membership Chavarah		A6 Provide opportunities for structured socialization for adults and families	A6a Play date groups	Identify group leader; develop lists; advertise	3 - 15 Participants	5 - 25 participants			
Membership			A6b Chavurot	1 - 10 active Groups Meeting Regularly	3-14 Active Groups Meeting Regularly	5 - 18 Active Groups Meeting Regularly			

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Youth Rel Ed Comm						A6c Youth classes and activities	4 X Year	4 X year	4X year
Rel Ed Comm						A6d Grade school events	4 X Year	4 X Year	4 X Year
Empty Nesters Membership						A6e Empty nesters and other affiliation groups	Evaluate need and interest	Based on interest	Based on interest
BH/SH Outreach Clergy School	B	Actively engage families in activities related to Shabbat, holidays and festivals	B1	Family friendly "how-to" activities related to Jewish practice	B1a	Cooking, challah baking, Judaic arts & crafts	2 X Year	4 X Year	4 X Year
Board Sr. Staff Library	C	Provide a resource center with up to date materials that are current, relevant and accessible, including books, software and multi-media	C1	Provide structure for maintaining library resources	C1a	Establish a Library Chair & Committee	President appoints chairperson and committee members identified	Committee established and functional plan for future is developed	Plan is implemented
Spiritual Life Clergy	D	Communal worship services will be a compelling experience for Temple members	D1	Increase lay participation in services	D1a	Invite congregants, in advance, to participate; prepare a prep sheet	Prep sheet prepared	6 times a year	1 X per month; participants invited in advance
Spiritual Life Clergy			D2	Honor congregants involved in service projects	D2a	Invite applicable congregants to be blessed on bimah; publicize in advance	1 X a year	1 X a year	1 X a Year
Spiritual Life Clergy			D3	Monthly birthday celebration	D3a	Make a routine part of services with members personally invited and publicize through email, Covenant, etc.	Implemented plan	Implemented plan	Implemented plan

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<i>Spiritual Life Clergy</i>		D4 Continue to work towards a congregational Shabbat morning service that is separate from the B'nai Mitzvah service	D4a Assess congregational support	Implemented; continue to assess	Implemented; continue to assess	Implemented; continue to assess		
<i>Spiritual Life Clergy</i>		D5 Continue to explore timing for Friday night Shabbat services	D5a Survey congregation	Implemented; continue to assess	Implemented; continue to assess	Implemented; continue to assess		
<i>Spiritual Life Clergy Adult Education</i>			D8c Offer "mini" classes of 15-20 minutes immediately prior to or after a service	Plan Developed	Implemented	continue to assess		

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<i>Clergy</i>			D9	Expanded music program that enhances the experience for worshipers	D9a	Supplemental musicians for Shabbat services	1 Time a Year	3 Times a Year	5 Times a Year
<i>Spiritual Life Clergy Rel Ed Comm</i>	E	Support alternative ways to worship outside of Temple.	E1	Support home based worship of Shabbat holidays and festivals	E1a	Develop out-of-the-box programs and make them easily accessible to congregants	Task force identified	Task force develops 1 program	3 programs developed
<i>Spiritual Life Clergy Rel Ed Comm</i>					E1b	Create Instructional videos which explain practices for Shabbat, Holidays and Festivals	Task force identified	By link on website, 3 programs	By link on website, 5 program
<i>Spiritual Life Clergy Sr. Staff</i>			E2		E2a	Provide opportunities for home based access. Utilize technology to: •enhance member experience •Shabbot Blogs •Web Stream of Services •Podcasts •Phone In to listen to Services	Assess technology & develop plan	Plan developed & implemented	continue to review and update

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<i>Sherut L'am Leadership Development Board Sr. Staff</i>	F	An active volunteer program will be adequate to support congregational functions and activities	F1	Sherut L'Am is expanded and offers a wide variety of meaningful and useful volunteer opportunities	F1a	<ul style="list-style-type: none"> •Committee chairs and staff regularly identify volunteer opportunities •Opportunities are publicized through a variety of communication channels, including website, committee fairs and other strategies 	100 Plus Participants	Increase 20%	Increase 20% over year 3
<i>Board Leadership Development</i>			F2	Board members are active, visible and participates in Temple activities	F2a	Board member expectations are clearly communicated during the nominating process and at the beginning of each board year	75% of new board members meet expectations	90% of new board members meet expectations	100% of new board members meet expectations

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<i>Board</i>						F2b Board members either usher or serve as a Bimah rep for at least two worship services annually	90% Participation	Increase to 4 times annually with 75% participation	4 times annually with 90% participation
<i>Board</i>						F2c All Temple events have at least one board member in attendance	75% of events meet goal	90% of events meet goal	100% of events meet goal
<i>Board Leadership Development</i>						F2d All board members serve on at least one committee and all committees have at least one board member	plan achieves 75% min standards	plan achieves 90% min standards	Plan exceeds min standards
<i>Board Leadership Development</i>	G	Education about liturgy and practice to be incorporated into services, on a regular basis, by Clergy	G1	Education about liturgy and practice to be incorporated into services, on a regular basis, by Clergy	G1a	Make one service per month a teaching Shabbat where a portion of the service is the focus			
<i>Board Leadership Development</i>						G1b Offer "mini" classes of 15-20 minutes immediately prior to or after a service			

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Goal #2 - Temple Jeremiah will be financially secure, providing a safe, accessible and well-maintained facility, and staffed appropriately to meet congregational needs.

Action							Measurement		
Responsible Party		Strategic Objective		Key Strategy		Plan	1	3	5
<i>Security Senior Staff Board</i>	H	Have a security program that includes procedures, policies and updates that keeps the staff and congregants safe and the facility secure.	h1	Safety Manual is developed and implemented; it recognizes effective needs for security based upon internal & external factors.			Security committee is formed and manual is started security manual is started	manual is completed	Annual Updates
<i>Facilities Committee Sr. Staff Board</i>	I	Document all capital assets and prepare a capital budget which provides estimated costs and timing for upgrades, replacement and major repairs	I1	Complete a facility assessment which includes recommendations for facilities, equipment, and systems for maintenance, upgrades and replacement	I1a	Complete a facility assessment which includes recommendations for facilities, equipment, and systems for maintenance, upgrades and replacement	Prepare annual capital to budget	Multi year capital budget with projections; plan in place identifies required financial resources	Implemented and updated annually
<i>Investment Committee</i>		Invest temple assets appropriately with the goal of minimal (managed) risk and moderate growth.	J2	Create an Investment Committee to manage assets and create a program for short and long term investments, as well as manage investment portfolio.	J2a	Create an Investment Committee to manage assets and create a program for short and long term investments, as well as manage investment portfolio.	Investment formed and active	Policies have adopted by Board & implemented	Maintained
<i>Budget Committee Board</i>	K	Temple debt to be appropriate to needs.	K1	Provide for appropriate reduction of principal in each year's budget if that is desired.	K1a	Budget committee to develop plans to accomplish objective	Implement budget committee plan.	Implement budget committee plan.	Implement budget committee plan.

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Goal #2 - Temple Jeremiah will be financially secure, providing a safe, accessible and well-maintained facility, and staffed appropriately to meet congregational needs. (continued)									
Action							Measurement		
Responsible Party		Strategic Objective		Key Strategy		Plan	1	3	5
<i>Development Committee Board Sr. Staff Clergy</i>			K2	Fundraising is adequate to support temple's efforts.	K2a	Development committee to develop plan ; succesful existing programs are enhanced	Plans developed	Donated funds increased by 20% (excluding exceptional gifts)	Donated funds increased by 20% (excluding exceptional gifts)
<i>Development Committee</i>					K2b	Annual fundraiser continues to support operating budget in an appropriate manner	Plans developed	Implemented	Implemented
<i>Development Committee Board</i>	L	Develop a culture of giving within the Jeremiah community	L1	Educate Board Members on how to fundraise both actively and passively	L1a	Establish yearly board training	Board is active in active in fund raising activities and giving by individual board members appropriate with ability to give	Board is active in active in fund raising activities and giving by individual board members appropriate with ability to give	Board is active in active in fund raising activities and giving by individual board members appropriate with ability to give

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Action							Measurement		
Responsible Party		Strategic Objective		Key Strategy		Plan	1	3	5
<i>Development Committee Board</i>					L2c	Raise awareness among congregants of issues related to fundraising for Jeremiah			
<i>Development Committee Board</i>					L2d	Highlight and market where funds raised are being used to show congregants what their dollars are going to support.			
<i>Development Committee Clergy</i>			L3	Develop plan to thank our members for their donations and one that encourage them to continue to support Jeremiah's philanthropic efforts.	L3a	Process developed for acknowledging gifts and thank you notes sent from appropriate Clergy, Sr. Staff and Lay Leadership.			

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Goal #2 - Temple Jeremiah will be financially secure, providing a safe, accessible and well-maintained facility, and staffed appropriately to meet congregational needs. (continued)									
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Responsible Party		Strategic Objective		Key Strategy		Plan	1	3	5
<i>Development Committee Communication Committee</i>					L3b	Public acknowledgement via Covenant, plaques, etc. – establish process for permanent acknowledgment that is in line with our culture.			
<i>Sr. Staff Clergy Compensation Committee</i>	M	Staffing patterns will be adequate to meet congregational goals and will be supplemented by an active and engaged volunteer work force	M1	Staff has the skills and competencies to meet congregational needs	M1a	<ul style="list-style-type: none"> •Executive Director to prepare an assessment of staff needs •Implement staff evaluations and “360” review •Obtain feedback from staff on how to improve •Document and update job descriptions, clarify roles and priorities •Staff development programs, as needed, to enhance competencies •Complete annual reviews on a timely basis and identify training needs 	<ul style="list-style-type: none"> •Update job description •Develop staff and "360" evaluations •Staffing pattern reviewd annually 	<ul style="list-style-type: none"> •Update job description • Update evaluations •Staffing pattern reviewd annually 	<ul style="list-style-type: none"> •Update job description • Update evaluations •Staffing pattern reviewd annually

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Goal #3 - Youth will be connected to each other, to Judaism and to the wider Temple community.									
Action							Measurement		
Responsible Party		Strategic Objective		Key Strategy		Plan	1	3	5
<i>Youth Committee</i>	O	Strengthen early connections of Jewish youth through social programming	O1		O1a				
<i>Sr. Staff Clergy</i>					O1c	Encourage social networking with temple alumnae currently in college			
<i>Sr. Staff Clergy</i>					O1d	Continue College Connection program and expand on the reunion dinner program annually			
<i>Sr. Staff Clergy</i>					O1e	Continue campus trips by clergy and staff. Use of technology for interaction			
<i>Rel Ed Comm Membership Chavarah</i>			O2	Develop programming that feeds into our religious school to attract non-members that adds to our membership base	O2a	Drop in center	Increased membership enrollment resulting from these activities	Increased membership enrollment resulting from these activities	Increased membership enrollment resulting from these activities
<i>Youth</i>					O2b	Youth Committee organizes baby sitting resource list	Evaluate idea and create a list of potential babysitters (if appropriate)	Update list	Update list
<i>BH/SH Staff Rel Ed Comm</i>					O2e	Movies/story time			

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Action							Measurement			
Responsible Party		Strategic Objective		Key Strategy		Plan	1	3	5	
<i>Clergy</i>			O3	Expand music program for youth of all ages	O3a	School of Rock				
<i>Clergy</i>					O3b	Teen Choir				
<i>Clergy Board</i>					O3c	Hire Music Leader				
<i>Youth Clergy Spiritual Life</i>	P	Strengthen youth group and youth group programming to connect Jewish youth to Judaism, reform movement & Temple Jeremiah	P1	Increase number of active youth group members and youth group events; increase youth group visibility within Temple	P1a	Increase frequency of youth group events	Maintenance (monthly board meeting and event for JeTY, every 4-6 weeks for Jr JeTY every 6-8 weeks for Club 345)	Maintenance and evaluation of frequency		Based on evaluation, increase in frequency of youth group events for each age group
<i>Youth Clergy</i>					P1b	Increase attendance at youth group events for each age group.	JeTY 20 per event JeTY 15 per event 345 20 per event	Jr Club JeTY - 25 JeTY - 20 345 - 25	Jr Club JeTY - 30 JeTY T- 25 345 - 30	
<i>Youth Clergy</i>					P1c	ensure variety and diversity of the nature of youth group events; i.e., social, informal educational, social action, worship/culture/spirituality.	Regular evaluation by staff and youth committee of variety and nature of events; for tangible measurements refer to P1b attendance Regular worship, refer to A5a & D8a	Regular evaluation by staff and youth committee of variety and nature of events; for tangible measurements refer to P1b attendance Regular worship, refer to A5a & D8a	Regular evaluation by staff and youth committee of variety and nature of events; for tangible measurements refer to P1b attendance Regular worship, refer to A5a & D8a	

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Goal #3 - Youth will be connected to each other, to Judaism and to the wider Temple community. (continued)									
Action							Measurement		
Responsible Party		Strategic Objective		Key Strategy		Plan	1	3	5
<i>Youth Clergy</i>						P1d Increase teen involvement in the wide spectrum of Temple programs/activities/learning/social action	Involvement in 2-3 broader Temple programs	Involvement in additional 2 Temple programs	evaluate and maintain
<i>Youth Clergy</i>		Connect youth to local and national Reform Jewish youth movements				P2a Publicize and encourage teens to be involved in NFTY; begin as early as possible with Junior Youth Group Kallah	5 teens per regional event	7-8 teens Per regional event	JeTYite as regional board member 9-10 teens per regional event, 1-2 attend NFTY
<i>Youth Clergy Spiritual Life</i>						P2b Encourage participation in NFTY Kutz Camp and other NFTY trips and camps.	1-2 Teens attending NFTY camp/trip	3-4 Teens attending NFTY camp/trip	5-6 Teens attending NFTY camp/trip
<i>Youth Clergy</i>						P2c Ensure that Youth Program is appropriately staffed	Get & maintain high-quality youth group advisor	Maintenance; increase hours/resp. of advisor based on evaluation of needs/potential	Full-time youth worker
<i>Youth Clergy</i>						P2d Maintenance of Youth Group Advisor position and increase as appropriate; aiming for continuity in staffing			

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**Goal #4 - Temple will be an active and responsible member of both the reform Jewish movements
and the local community.**

Action							Measurement		
Responsible Party		Strategic Objective		Key Strategy		Plan	1	3	5
<i>Outreach Adult Learning Golder Interfaith Clergy</i>	Q	Provide programming and learning opportunities to our larger Community	Q1	Publicize Adult Ed, Social Action and other programs beyond Temple congregation	Q1a	Identify and implement appropriate programs and means of communication	3 programs advertised to wider community	Provide programming and learning opportunities to our larger community	Provide programming and learning opportunities to our larger community
<i>Social Action BH/SH Youth</i>	R	Temple will actively engage in ongoing acts of Tikkun Olam	R1	Social Action projects that benefit our Jewish community	R1a	Engage and partner with other organizations e.g. Keshet, surrounding partner synagogues, other interfaith houses of worship, etc.	1 Partnership	New 2 Partnerships	New 2 partnerships
<i>Social Action Adult Education Outreach Family Promise</i>			R2	Provide programs that benefit our larger Community	R2a	Continue or increase participation in Family Promise, Feed the Homeless and potential other initiatives e.g. a sustainable giving garden and other similar programs	3 initiatives occur	5 community services initiatives	6 community services initiatives
<i>Clergy Sr. Staff Israeli Action Comm Rel Ed Comm</i>	S	Temple will continue to encourage connections to State of Israel	S1	Temple will provide and support Israeli programming and inform congregants	S1a	11 th and 12 th grade group trips to Israel	Israel Action Committee formed	3 new Israel focused activities	5 new Israel focused activities
<i>Rel Ed Committee</i>					S1b	Israel pen pals or Skype with a sister school in Israel			

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Goal #5 - Temple congregants, both adult and youth, are knowledgeable and literate about Jewish history and Reform Jewish practice.									
Action							Measurement		
Responsible Party		Strategic Objective		Key Strategy		Plan	1	3	5
<i>Adult Education Clergy</i>	T	Provide education to members of all ages through formal and informal programming	T1	Standardize and promote an adult B'nai Mitzvah program	T1a	Formalize process; increase awareness	Define steps B'nai to adult B'nai Mitzvah	Mitzvah brochure created	Active ID process & 3 adult congregants in place.
<i>Spiritual Life Clergy</i>			T2	Education about liturgy and practice to be incorporated into services, on a regular basis	T2a				
<i>Spiritual Life Clergy Adult Education</i>			T3	Offer a variety of alternatives for Jewish study	T3a				
<i>Spiritual Life Clergy Communications Committee</i>					T3b	Provide online podcast opportunities to listen to Jewish study sessions			

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Goal #5 - Temple congregants, both adult and youth, are knowledgeable and literate about Jewish history and Reform Jewish practice. Continued

Action	Responsible Party	Strategic Objective	Key Strategy	Plan	Measurement		
					1	3	5
<i>Rel Ed Committee</i>	U	Provide a religious school that nurtures a lifelong love of Judaism	U1 The Religious committee to provide oversight and consultation of the religious education program	U1a Charge Religious Committee with defined responsibilities; repopulate and energize Religious Committee	Role of REC defined		
<i>Rel Ed Committee</i>			U2 Provide more parent volunteer opportunities in the religious school.	U2a Teachers and Religious Committee to identify and provide volunteer opportunities for each class	Develop plan for active PTO	PTO Operational	Continuing PTO development
<i>Rel Ed Committee</i>			U3 Continue to operate the religious school in a professional manner and with highly skilled staff	U3a <ul style="list-style-type: none"> •Create policies regarding professional development and teacher evaluation. •Create school manual to include hiring, support and education of teachers. 		Manual completed and approved by REC & Personnel Committee	Update manuel

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Goal #5 - Temple congregants, both adult and youth, are knowledgeable and literate about Jewish history and Reform Jewish practice. Continued									
Action							Measurement		
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<i>Rel Ed Committee</i>			U7	Offer supplemental Hebrew programs to prepare interested youth for high school proficiency exams and for Chalutzim campers	U7a	Implement program	Pass language proficiency exam	At least 3 students participate and all students pass	At least 5 students participate and all students pass
<i>Rel Ed Committee</i>			U8	Offer religious school programming through high school	U8a	Continue Best Darn Post Confirmation class and other post confirmation opportunities	Increased enrollment and participation 25% of confirmation class.	Increased enrollment and participation 35% of confirmation class.	Increased enrollment and participation 50% of confirmation class.
<i>Rel Ed Committee</i>			U10a	Religious school to offer grade specific developmentally appropriate courses	U10b	Communicate to congregants the availability of religious education services for special needs individuals	Availability advertised during membership orientation & religious school enrollment		

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Goal #6 - Members and leadership will be well informed about Temple Jeremiah and its Community.									
Action							Measurement		
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<i>Communication Committee Staff</i>	V	Temple to become "state of the art" in building and maintaining a sense of community through timely, effective and efficient communications	V1	Further develop and leverage Temple website; expand usage	V1a	Continue to provide a computer in the library, available to congregants during normal temple operating hours			
<i>Communication Committee Staff</i>					V1b	Posting of congregants' celebrations, life cycle events and achievements on website and in newsletter			
<i>Communication Committee Staff</i>			V2	Increase emphasis on email; limited reliance on standard mail to those without access to computers (preference sensitive methods of communications)	V2a	Increase use with membership with emails and other electronic means	Survey regarding use and interest	Increase number of members using social media by 25% over baseline	Increase number of members using social media by 25% over previous goal

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Goal #6 - Members and leadership will be well informed about Temple Jeremiah and its Community. Cont.									
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Responsible Party		Strategic Objective		Key Strategy		Plan	1	3	5
<i>Communication Committee Staff</i>					V2c	Enhance website to: ease navigation, create more targeted and effective communication of key matters, pay dues and donate online, connect with fellow members (e.g., chat room, blog, etc)	Roll out end of year and establish a baseline – number of “hits” per month (seasonally adjusted), number and % of members “registered” on the site.	Increase % of members registered by 15% over baseline	Increase % of members registered by 25% over baseline
<i>Staff</i>			V3	Maintain updated and expanded database on all congregants	V3a	Responsive and effective database for contacting members about various initiatives	Database complete for 25% of members	Database complete for 75% of members	Database complete for 100% of members
<i>Board Leadership Development</i>			V4	Committee chairs are encouraged/expected to develop a succession plan and mentor potential successors	V4a	Committee Chairs to select and mentor successors	Plan & Educate	implement	maintain

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Goal #7 -Volunteer leadership is broadly based, actively engaged and knowledgeable.									
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<i>Executive Leadership</i>			V5	Leadership at all levels will be actively engaged in resource development of both people and funds		V5a Review of committee structure to align with LRP and Temple activities	Assessment by Board and create plan	Implement new structure	on-going review
<i>Board</i>						V5b Board work includes time at meetings to discuss and develop resources	Time devoted - 3x per year	Time devoted to 5x per year	Time devoted monthly at board mtgs
<i>Board Leadership Development</i>			V6	Identify, recruit and mentor a professionally diverse group of candidates for available positions, matching skills and abilities (begin each fall)		Formalized system for ID & development		10 potential leaders identified 3 programs offered	3 potential leads have moved into leadership roles
<i>Board</i>			V7	Temple takes full advantage of Board veterans and makes a plan for their ongoing involvement		Identify veteran board members	Past President's committee operational	implement plan for engagement of Vet Board members	5 Board Veterans are actively engaged

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Leadership Development Board Sr. Staff						W1g Promote and develop current leaders who are currently in non-board positions			
Leadership Development Board Sr. Staff						W1h On-going evaluation with current leadership			
Sr. Staff Office Staff			W2	Accurate and up to date resources and materials for board member use		W2a Maintain and enhance membership database information			
Sr. Staff Office Staff						W2b Provide dedicated office staff as liaison to Membership and Development Committees to meet target goals			
Sr. Staff Office Staff						W2c Train office staff on all database and communication software			
Leadership Development Board President	X	Board Members understand their roles and responsibilities	X1	Board members are knowledgeable about Executive Committee actions		X1a Provide Board with Exec Committee meeting minutes			