

ACF: From Vision to Action
Association for Christian Fundraising (ACF)
Strategic Plan Executive Summary | 2025–2028
Updated September 15, 2025

Overview

This three-year plan reflects board and member feedback from September 11, 2025 and is designed as a *living document* anchored in five pillars.

- **2025–2026:** Foundation Building
 - **2026–2027:** Growth & Innovation
 - **2027–2028:** Sustainability & Momentum
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Pillar 1: Member Growth, Retention & Engagement

Primary Goal: Double membership to 700 active paying members by June 2028

- Track and report active paying members.
 - Expand virtual affinity groups alongside regional gatherings.
 - Emphasize value of ACF's Christian mutual support.
 - Launch 3-step onboarding and 30-60-90-day survey.
 - Implement multi-touch renewal and referral campaigns.
 - Pilot regional and affinity group events with champions.
 - Conduct exit survey of lapsed members (40% response).
 - Benchmarks: 500 members by 2026; 600 by 2027; 700 by 2028.
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Pillar 2: Inclusion & Belonging

Primary Goal: By 2028, ACF is recognized for a culture of welcome and affirmation

- Update Inclusion & Belonging definition by 2026.
 - Conduct audit of all public-facing communications.
 - Launch mentorship program with 25 matches by 2027.
 - Integrate inclusion training into board retreats.
 - Adopt board hospitality practice at conferences.
 - Explore tiered certification pathway.
 - Deploy annual inclusion survey and focus group by 2028.
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Pillar 3: Leadership Development

Primary Goal: By 2028, ACF demonstrates continuity, clarity, and collaboration in leadership

- 100% of board sign and annually reaffirm commitment letter.
 - Deliver orientation within 90 days for all new members.
 - Launch buddy system pairing new and veteran members.
 - Publish board matrix and onboarding guide.
 - Conduct annual board self-assessments.
 - Rebuild committees as pipelines for board leadership.
 - Clarify roles of Governance vs. Leadership Development.
 - Define core competencies for all leadership roles.
 - Deliver quarterly trainings for staff and affiliates.
 - Refresh leadership role descriptions by June 2028.
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Pillar 4: Revenue Diversification & Marketing

Primary Goal: By 2028, ACF sustains at least three reliable revenue streams

- Conduct revenue audit with peer benchmarking by 2026.
 - Clarify and adjust job board fee structure.
 - Launch non-dues pilots: paid webinars, master classes, bootcamps, merchandise.
 - Advance fundraising strategy to 2025–26 timeline.
 - Grow sponsorship revenue 15% annually to \$150K by 2028.
 - Secure three new foundation partners annually to \$100K by 2027.
 - Launch recurring giving: 100 monthly donors by 2026, \$50K by 2028.
 - Refresh brand and voice guide by Q4 2026.
 - Frame strategic endowment draws as growth investments.
 - Evaluate ROI of all revenue and marketing by 2028.
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Pillar 5: Systems & Operational Capacity

Primary Goal: By 2028, ACF has modern digital platforms, rebuilt website, expanded staffing

- Conduct full technology audit by mid-2026.
- Rebuild website and improve donor/member experience by 2026.
- Align social media presence with refreshed branding.
- Document five or more core workflows.
- Upgrade CRM and enable dashboards by Q3 2027.
- Develop three-year staffing roadmap by June 2027.
- Launch member portal by June 2028 with 50% adoption.