

STRATEGIC PLAN FOR TEMPLE ISRAEL, GREENFIELD MASSACHUSETTS 2014

Committees assigned to work on an Action Step

I. MISSION STATEMENT:

Temple Israel will be the vibrant center of Jewish life in Franklin County.

II. SPIRITUAL Goals & Action Steps

A. Goal: Provide vibrant opportunities in spiritual growth for a diverse community with an increase in participation over the baseline year.

- 1. Action:** Establish a rabbinical presence to start at the beginning of 2015, to help realize the organizational goals that are being developed. This could consist of visiting rabbis or hiring an interim rabbi until a permanent rabbi is hired.
- 2. Action:** The interim or newly-hired Rabbi will develop a process for connecting members with others holding similar spiritual feelings or interests, based on the tradition of study pairs, or *khevrutah*, to build community and connection.
- 3. Action:** In addition to leading regular Shabbat and Holy Day worship services, the Rabbi will lead Shabbat afternoon presentations, study sessions or other events to teach spiritual texts and topics. The Rabbi will be empowered to offer services and other programs or events at different times and places that appeal to a broader group of people.
- 4. Action:** The Executive Director will facilitate the visiting rabbi program or another form of rabbinical presence during the interim period.
- 5. Action:** Develop and implement plan to improve the participation in, and quality of, potlucks and onegs/kiddushim.

B. Goal: The Rabbi will show strong spiritual leadership, counseling, mentoring, and empowering congregants to take leadership roles in the congregation.

- 1. Action:** Styles of services will be scheduled in a rotating fashion and noted and described in the bulletin and on the website, so people understand what is offered.
- 2. Action:** Social networks will be used to increase service attendance.
- 3. Action:** The Rabbi will identify congregants with ability or interest to lead services, chant Torah and otherwise participate in spiritual and educational activities and assist in their development as future leaders.
- 4. Action:** Rabbi will be part of events or programs to provide spiritual/traditional insight and teaching to those who don't attend services, including non-Jews who are part of the Temple or wider communities, building connections between social and spiritual activities
- 5. Action:** The Rabbi will provide counseling or assistance in finding

Executive Director, Ritual

Rabbi, Rabbinical Support

Rabbi, Ritual, Program

ExDir

Hospitality, Ritual

Rabbi, Ritual, ExDir

ExDir, Communications, Membership

ExDir, Rabbi, Ritual

ExDir, Rabbi, Ritual, Program

Rabbi, Rabbinical Support, Personnel

qualified counselors to congregants, as needed and appropriate.

III. FINANCIAL Goals & Action Steps

A. Goal: Develop a plan that provides abundant income to support our mission with income increasing from year to year.

1. Action: The Executive Director will be responsible for developing an adequate and sustainable financial plan to fund that position and the increased programming in our new goals.

a. Sources of income will include: Dues, fundraising, donations, continued use of endowment income, use of facilities, sales of goods and services.

b. New sources will be developed, such as an on-line store to sell Israeli-made products, with profit-sharing between the Temple and a contract manager.

2. Action: The Executive Director will develop a marketing plan to support fundraising, facilities use, goods and services.

3. Action: The Executive Director, Rabbi and Membership Committee will develop and implement plans to bring in new members.

a. Widen membership recruitment throughout broader geographical region.

b. Develop a system to welcome and orient new members.

c. Encourage former members to return.

4. Action: The Executive Director will engage grant-writers compensated with a percentage of funds they bring in for qualified projects designed to expand and enhance support for the community and congregation, and improvements to the building.

5. Action: The Executive Director will develop and implement a plan to retire the debt, and develop a savings plan for contingencies, investments and special projects. This effort would include the reestablishment of the Legacy Program as an ongoing effort.

6. Action: The Board will adopt annual budgets that will support the goals of the Strategic Plan.

B. Goal: Maintain Temple facilities in a prudent and professional manner.

1. Action: Identify maintenance and aesthetic needs of the building and grounds. Work with the appropriate committees and the Board to enact these improvements.

2. Action: Plan for long-term capital improvements.

3. Action: Provide oversight of the custodian and other workers for house and grounds.

*ExDir, Finance,
Investment, Fund-
raising*

*Communications,
Fundraising*

ExDir, Fundraising

*ExDir, Rabbi, Mem-
bership*

*ExDir, Rabbi, Mem-
bership*

*ExDir, Finance, In-
vestment*

Finance, Board

ExDir, House

Finance, Board

ExDir, House

Hospitality, Program, Membership

ExDir, Building Use

Social Action

ExDir, Rabbi, Board, Membership

ExDir, Rabbi, Board, Membership

ExDir, Rabbi, Board,

ExDir, Rabbi, Good & Welfare

ExDir, Rabbi, Membership, Program, Education

ExDir, Communications, Education

ExDir, Rabbi, Education, Program

ExDir, Rabbi, Education, Program

IV. SOCIAL Goals & Action Steps

A. Goal: Provide a wide variety of social events for a diverse community. Participation in activities and programs will increase annually.

- 1. Action:** Schedule varied activities, including social events around food, art, music, entertainment, and discussion.
- 2. Action:** The Temple will be used as a community meeting space for the congregation and the wider community.

B. Goal: Membership participation in planning and producing events that will increase as a result of the creation of a welcoming, spirited and supportive environment.

- 1. Action:** The Social Action Committee will explore opportunities to collaborate with community-wide activities that promote *tikkun olam* (repair of the world).
- 2. Action:** Welcome active participation by each member in at least one Temple committee.
- 3. Action:** Create enthusiasm for committee participation and a plan that will activate participation.
- 4. Action:** Encourage courteous and welcoming communication among existing members.

C. Goal: The community will attend to the needs of our community and its members.

- 1. Action:** Develop a plan to meet the needs of community members experiencing illness, bereavement, celebration, and other situations which may call for comfort and assistance.

V. EDUCATIONAL Goals & Action Steps

A. Goal: Use the variables of flexibility, content, depth, frequency, and location to double participation in educational programming in order to meet the needs of our diverse population.

- 1. Action:** Develop and implement plan to identify unaffiliated Jews in the community who are potential participants in adult and children's education.
- 2. Action:** Survey current members to determine their areas of interest and the needs of their children.
- 3. Action:** Develop a multi-tiered plan for education that will meet the needs of a greatly diverse community, such as offering a family-education-style series as a separate alternative to a weekly Hebrew school option.
- 4. Action:** Investigate options of satellite settings for educational programming, including people's homes.

ExDir, Communica-
tions, Membership

Membership

ExDir, Rabbi, Board,
Program, Social Ac-
tion

ExDir, Rabbi, Pro-
gram, Membership,
Hospitality

ExDir, Rabbi, Board,
Program, Social Ac-
tion

ExDir, Board

ExDir, Board

ExDir, Board

ExDir, Board

ExDir, Personnel

ExDir, Personnel

ExDir, Personnel

VI. OUTREACH Goals & Action Steps

A. Goal: Increase membership numbers, satisfaction and participation.

- 1. Action:** Develop a process for planning Temple events that will be available to all committees and personnel and a structure for publicity for these events.
- 2. Action:** Identify area locations, social groups and activities to find new members.
- 3. Action:** Be a valued and respected contributor to the larger community.
- 4. Action:** Develop programming aimed at the 18-36 age group.

B. Goal: Increase the Temple's standing and visibility in the community.

- 1. Action:** Identify and connect with other community organizations, events and businesses.

VII. GOVERNANCE Goals & Action Steps

A. Goal: Members of the Board of Directors are expected to perform their duties in a professional, responsible, trained and effective manner.

- 1. Action:** Conduct annual training session for the Board, the content of which will be determined by the President(s) of the previous year.
- 2. Action:** Establish qualifications to serve on the Board, along with a protocol to clearly communicate these expectations to the congregation immediately prior to any nomination of candidates for the Board at Annual Meetings.
- 3. Action:** Develop an annual orientation program for new Board Members which will include briefings on current and recent issues, communicate expectations for Board Members, provide initial assignment of responsibilities, and convey any other information deemed necessary for new Board Members.
- 4. Action:** Develop a training packet for new Board Members which will include pertinent material such as by-laws, codes of conduct and Robert's Rules of Order, and other information that may be deemed necessary to facilitate the integration of new Members to the Board of Directors.

B. Goal: Have an organized, professional and effective Personnel Committee.

- 1. Action:** Identify responsibilities of the Personnel Committee and develop schedule of tasks and appropriate written materials that are needed.
- 2. Action:** Identify areas where the Personnel Committee may need training and design method to provide this training.
- 3. Action:** The Personnel Committee will develop a Temple Employee Handbook which will outline employee policies and provide reference

*ExDir, Communica-
tions, Membership*

*Rabbi,
Board, Committee
Chairs*

Rabbi, Board

*Rabbi, ExDir, Com-
mittee Chairs, Of-
ficers*

*Rabbi, Rabbinical
Support*

*Rabbi, ExecDir,
Leadership Develop-
ment*

*Rabbi, ExecDir,
Leadership Develop-
ment*

ExecDir, Board

ExecDir, Board

material for employees' use.

C. Goal: Develop consistent means of communication between the Board of Directors, Rabbi and the Temple membership.

1. Action: Evaluate the current utilization of the newsletter and website and develop an action plan to improve and/or supplement the reach, clarity, and consistency of these modes of communication.

2. Action: Establish open line of communication between the Board and Rabbi. The Board and Rabbi must work diligently to foster a trusting, effective way of working together. Certain committee chairs must work closely with the Rabbi. All participants will show a commitment to work together in an open and honest way.

3. Action: The Rabbi will meet with the Board semi-annually or as needed to report on successes and challenges with the program.

4. Action: The Rabbi and Executive Director will convene a meeting with officers and committee chairs semi-annually in May and November to review programing successes and challenges and set goals and plans for the next half-year. This meeting will include the scheduling of services, classes, and cultural and social programming.

5. Action: A Rabbinical Support Committee of 3-5 people will be created which includes representatives from various segments of the congregation. It will meet on a regular basis with the Rabbi to give feedback and guidance.

D. Goal: The Temple will have effective leadership.

1. Action: Organize a Leadership Development Day coordinated by the Executive Director, which may include such material as an explanation of the strategic plan, discussion of action steps for each committee, the teaching of listening skills, and a review of Roberts' Rules.

2. Action: Establish a Leadership Development Committee which may include officers, committee chairs, the Rabbi and Executive Director, tasked with identifying potential members of committees and chairs and following their progress.

3. Action: Develop an ongoing Leadership Development and Officer Succession Plan, in order to provide the President(s) with a year of training and to facilitate smooth transitions from one year to the next.

E. Goal: Committees will operate within parameters decided by the Board regarding expenditures and major activities so the Board can act responsibly in its oversight of the congregation's activities.

1. Action: Set operating parameters for each committee in order to distinguish between activities which require Board approval and those which committees may carry out autonomously.

COMMITTEE LIST

Membership—Seeks new members, encourages application, guides application process. Facilitate integration of members into community.

Good & Welfare—(Gemilus Khesed/Gemilut Khasadim) Sends cards to the ill, coordinates help with food contributions for the ill or bereaved

Hospitality—Supports the efforts of various committees to make the Temple an attractive, welcoming place and a welcoming community.

Personnel—Oversees contracts, goal-setting & evaluations, communication with employees.

House committee—Oversees maintenance of building and grounds, obtaining necessary funding or approval for such projects. Oversight of custodian.

1. Building Use—Provide contact person for anyone using the Temple for programs other than the religious school and rituals; oversee contracts for appropriate uses.

2. Aesthetics—screens offers of donated objects such as furniture, toys, framed art. Makes decisions for the beautification or useful items for building

3. Garden—organizes garden upkeep, planting of new plants.

Financial—Develops budget each year, oversees use of available money, brings financial needs to board.

Investment—Oversees Temple investments and use of its funds in appropriate manner; maintenance of endowment funds.

Education—Overall planning of K-6 education program, policy decisions regarding Hebrew School.

Ritual—Works with rabbi to plan services and holiday celebrations and to make policy on matters with religious significance.

Program/Adult Education—Develops and produces programs for adults serving a wide range of interests and types of programs.

Social Action—Carries out planning for community meals and other social action programs.

Fundraising—Plans fundraising efforts such as large one-time programs, ad-selling and production of Blue Book.

Communications—Provide oversight of Temple communications such as web site, e-mailing, printed material. Assist with computer system.

Teen Program—Programming for 6-12th graders in the Temple and larger community.

Rabbinical Support Committee—Works to maintain intra-congregational communication with the rabbi and support the rabbi's work with the community.

Leadership Development Committee—Work with Rabbi & Executive Director to develop leadership path & training for members.