

## I. MISSION STATEMENT

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

## II. MANAGEMENT

### A. Goal: Provide the Temple with effective management personnel with the responsibility of implementing the Strategic Plan.

- 1. Action:** Hire an executive director to perform the tasks as assigned in the Strategic Plan.
- 2. Action:** Hire an Office Manager to perform the tasks as assigned in the Strategic Plan and by the executive director.

## III. SPIRITUAL Goals & Actions

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

- 1. Action:** Maintain a rabbinical presence to help realize the organizational goals that are being developed.
- 2. Action:** The 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:** 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, and counsel, mentor, 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.

Board, Rabbi, Ritual

Rabbi, Rabbinical  
Support, Program

Rabbi, Ritual, Pro-  
gram

Hospitality, Ritual

Rabbi, Ritual, ExDir

ExDir, Communica-  
tions, Rabbi, Ritual

ExDir, Communica-  
tions

Rabbi, Ritual

Rabbi, Membership,  
Program, Social Ac-  
tions

**5. Action:** The Rabbi will provide counseling or assistance in finding qualified counselors to congregants, as needed and appropriate.

**6. Action:** The Rabbi will maintain communication with the Khevrah Kadisha, consulting and advising as needed.

**IV. FINANCIAL Goals & Actions**

**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 brought in for qualified projects designed to expand and enhance support for the community and congregation, and for building improvements.

**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.

**7. Action:** To conduct an annual review of the finances of Temple Israel and a full audit every 5 years.

**B. Goal: Maintain Temple facilities in a prudent and competent manner. Increase attractiveness of Temple Israel as a place to worship, meet, celebrate and learn.**

*ExDir, Finance, Fundraising; support from Social, House, Program*

*ExDir, Finance, Fundraising, Program*

*ExDir, Rabbi, Membership*

*ExDir, Finance, Program*

*ExDir, Finance, Investment*

*Finance, Board*

*Finance, Board*

*ExDir, House*

**1. Action:** Identify maintenance and aesthetic needs of the building and grounds.

*ExDir, House*

**2. Action:** Provide for access to and security of (e.g. key control, alarm-setting authority) facilities.

*ExDir, House*

**3. Action:** Identify legal and regulatory requirements for Temple and ensure compliance.

*Membership, House*

**4. Action:** Develop volunteer base to assist in meeting these needs.

*ExDir, House*

**5. Action:** Identify reliable resources (contractors, etc.) to assist in maintenance and repair.

*ExDir, Office Mgr,  
House*

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

*House*

**7. Action:** Identify capital improvements to support and enhance Temple functioning.

*Finance, House*

**8. Action:** Develop plans and estimates for capital improvements, and present to the Board.

## **V. PROGRAM Goals & Actions**

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

*Ritual, Program,  
Membership*

**1. Action:** Schedule varied activities, including social events around food, art, music, entertainment, and discussion.

*ExDir, House*

**2. Action:** Make the Temple available for the community's meetings and events and publicize this availability.

*ExDir, Rabbi, Board,*

### **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. Increase membership numbers, satisfaction and participation.**

*ExDir, Office Mgr,  
Rabbi, Membership,  
Program, Education*

**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.

*Office Mgr, Com-  
munications, Phone  
Tree Committee*

**2. Action:** Contact members by letter, e-mail and phone to invite to join a committee and/or work on a specific program/event. Create phone tree for telephone notices.

*Board, Membership*

**3. Action:** Ensure that committees welcome and facilitate participation.

*Rabbi, Board*

**4. Action:** Encourage courteous and welcoming communication among existing members

*Rabbi, Membership,  
Program*

**5. Action:** Develop programming aimed at the 18-36 age group.

### **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.

**X. EDUCATIONAL Goals & Actions**

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

**1. Action:** Develop and implement a plan to identify unaffiliated Jews in the community who are potential participants in adult and children’s education. Develop questions and materials for input into membership committee’s surveys and enquiries.

**2. Action:** Survey current members to determine their areas of interest and the needs of their children.

**3. Action:** Review current curriculum and educational approach. 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.

**VII. SOCIAL ACTION Goals & Actions**

**A. Goal: Be a valued and respected contributor to the larger community.**

**1. Action:** Maintain participation in Interfaith Council and Community Meals Program, donations to Family Inn.

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

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

**2. Action:** The Social Action Committee will expand opportunities to collaborate with community-wide activities that promote *tikkun olam* (repair of the world).

**3. Action:** Develop new activities to increase the welfare of the Jewish community and the larger community in the region.

**4. Action:** Ensure Temple activities are announced and covered in media.

**5. Action:** Ensure media regards Temple as source for relevant issues

**VIII. MEMBERSHIP Goals & Actions**

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

*Rabbi, ExDir, Membership, Hesed*

*Membership, Education*

*Education*

*Education, Rabbi*

*Education*

*Social Action, Board*

*Social Action*

*Social Action*

*Social Action, Rabbi*

*Social Action, Office Mgr*

*Rabbi, Office Mgr*

*ExDir, Office Mgr,  
Communications,  
Membership*

*ExDir, Membership*

*ExDir, Membership*

*ExDir, Membership*

*ExDir, Office Mgr,  
Membership, Com-  
munications  
Office Mgr, Mem-  
bership, Communi-  
ExDir, Rabbi, Pro-  
gram, Membership,  
Soc.Action, Finance*

*Membership, input  
from committees*

*Membership, input  
from committees,  
Communications,  
Rabbi, ExecDir*

*Membership*

*Membership, com-  
mittees*

*ExDir, Communica-  
tions*

*ExDir, Communica-  
tions committees*

**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:** Identify potential members in the 18-36 age group

**B. Goal: Temple Israel membership will include the majority of the active and potentially active Jews in the region.**

**1. Action:** Develop ways to identify and contact unaffiliated Jews in the community who are potential participants in the Temple and its activities.

**2. Action:** Develop recruiting materials and methods to interest identified candidates in joining the Temple, including media notices.

**3. Action:** Develop means to distribute materials.

**4. Action:** Develop recruiting strategies including program, social action and education content, innovative dues structures.

**C. Goal: The Temple shall be aware of relevant talents, resources and interests of its members.**

**1. Action:** A survey shall be developed and administered to new and existing members to determine talents, interests, and needs of members.

**D. Goal: Members shall be integrated into the Temple activities.**

**1. Action:** A Temple handbook shall be developed, maintained, and made available, listing and describing committees and other avenues of participation.

**2. Action:** New members shall be contacted about activities and opportunities in the Temple.

**3. Action:** Membership committee will help recruit and “shepherd new” committee members.

**4. Action:** Committees will develop descriptions of activities and talents needed and will be receptive to new members and ideas.

**IX. COMMUNICATIONS Goals & Actions**

**A. Goal: The greater community will be aware of the Temple’s existence and activities.**

**1. Action:** All appropriate contacts with the media will be identified, maintained, and informed of Temple activities.

**2. Action:** Website and social media pages will be kept up to date.

**B. Goal: Internal communications with members will be timely, thorough and in conformance with Temple policies.**

- 1. **Action:** Committee chairs and Temple personnel will submit items to Communications as information develops.
- 2. **Action:** A complete roster of members will be maintained and available.
- 3. **Action:** The Board will review and approve communications to membership.
- 4. **Action:** The effectiveness of e-mail & websites, the need for postal mail shall be assessed.

**X. GOVERNANCE Goals & Actions**

**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, Strategic Plan and other information that may be deemed necessary to facilitate the integration of new Members to the Board of Directors.

**B. Goal: The Board will be thoroughly knowledgeable about and integral to the workings of the Temple.**

- 1. **Action:** Each committee will have a Board member serving on it, acting as a liaison to the Board, and be in close contact with the committee and be able to report to the Board on the committee's activities and needs.

**C. 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.

*ExDir, Communications, committees, Rabbi Office Mgr*

*Board*

*ExDir, Communications, Board*

*ExDir, President(s)*

*ExDir, Board*

*Board*

*Board, Office Mgr*

*ExDir, Board*

*Board*

*Board, President(s)*

*Board, President(s),  
Personnel*

**3. Action:** The Personnel Committee will develop a Temple Employee Handbook which will outline employee policies and provide reference material for employees' use.

*ExDir, Board, Rabbi*

**D. 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.

*Board, President(s),  
Personnel*

**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.

*Rabbi, Board*

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

*ExDir, Committee  
Chairs, Rabbi*

**4. Action:** The Rabbi and Executive Director will convene a meeting with officers and committee chairs semi-annually in May and November to review programming 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.

*Rabbi, Rabbinical  
Support*

**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.

**E. Goal: The Temple will have effective leadership.**

*Board, President(s)*

**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.

*ExDir, President(s),  
Rabbi*

**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.

*ExDir, President(s)*

**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.

*Board, President(s)*

**F. 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.