

Congregation Agudath Achim

Strategic Plan 2011 - 2016

Mission Statement

- Agudath Achim is a Conservative Jewish, egalitarian congregation that provides a spiritual, educational and social community blending traditional ritual and practices with contemporary realities.

Vision Statement

- Congregation Agudath Achim is a growing, vibrant, spiritually rich community.

Measures of Success

- Financially Strong
- Growing Membership
- Active Membership Participation
- Extensive / Broad Programming

Values

- Participation
- Family (congregational relationships)
- Jewish Law
- Jewish Learning
- Tikkun Olam

Strategic Planning Committee 2011-2016

Linda Friedman, Secretary

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Steve Roth

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Frank Kaminsky, Facilitator

Goal 1: Growth and Membership

Congregation Agudath Achim recruits and retains membership sufficient to sustain vibrant participation and financial stability, with a goal of 5% growth per year – 325 members in 2016.

Goal 1

Objective 1:

Evaluate current membership outreach processes to determine strengths and weaknesses.

Responsibility	Completion Date	Assessment
Membership Committee	December 31, 2011	

Strategy 1: Identify outreach activities that we are already doing.

Strategy 2: Determine how successful they have been.

Strategy 3: Weigh benefits of open (non-members included) programs regarding recruitment versus participation of non-members without ever joining the shul.

Goal 1

Objective 2:

Identify target demographics for potential new members.

Responsibility	Completion Date	Assessment
Membership Committee	December 31, 2011	

Strategy 1: Determine what we know about unaffiliated Jews in Sun City, The Landings, Young Jewish Savannah, Hunter and Fort Stewart.

Strategy 2: Identify best marketing strategies (e.g., individual versus mass marketing).

Goal 1

Objective 3:

Identify best practices from other synagogues related to membership outreach.

Responsibility	Completion Date	Assessment
Membership Committee / Professional Staff	December 31, 2011	

Strategy 1: Contact United Synagogue regarding synagogues of similar size and query them as to their outreach practices.

Strategy 2: Contact other non-profits regarding marketing.



Goal 2: Services and Rituals

Congregation Agudath Achim provides spiritually enriching services and a ritual framework for life cycle events that encourage members and potential members to attend, foster a sense of community, and inspire participation.

Goal 2

Objective 1:

Establish focus groups to assess current situation.

Responsibility	Completion Date	Assessment
Ritual Committee	December 31, 2011	

Strategy 1: Invite members of the congregation to participate in focus groups targeting four age groups: 25-45 with children, 25-45 without children, 46-65, and over 65.

Strategy 2: Make recommendations to Board based on input received.

Goal 2

Objective 2:

Investigate successful models at other similar Conservative synagogues and develop recommendations for implementation at Agudath Achim.

Responsibility	Completion Date	Assessment
Ritual Committee	June 30, 2012	

Strategy 1: Contact United Synagogue for a list of congregations of similar size.

Strategy 2: Contact at least three congregations on this list.

Strategy 3: Make recommendations to Board based on information received.

Goal 2

Objective 3:

Develop and implement a plan to bridge generational differences.

Responsibility	Completion Date	Assessment
Education Committee / Professional Staff / Youth-Young Adult Committee	June 30, 2012	

Strategy 1: Contact United Synagogue for a consultant experienced in this area.

Strategy 2: Confer with a consultant to develop a plan to implement ideas.



Goal 3: Education

Congregation Agudath Achim has a broad range of actively attended programs that serve member adults, member children, and potential members.

Goal 3

Objective 1:

Establish a more structured educational environment with regularly scheduled programs.

Responsibility	Completion Date	Assessment
Education Committee / Professional Staff	September 30, 2011	

Strategy 1: Establish a quarterly schedule of current and new classes, lectures, programs.

Strategy 2: Market these events through phone calls, emails, *Hayom*, website, *Savannah Jewish News*.

Goal 3

Objective 2:

Mix educational opportunities with social activities to attract younger age group.

Responsibility	Completion Date	Assessment
Education Committee / Youth-Young Adult Committee	September 30, 2011	

Strategy 1: Create Havurah group among under 40 age group.

Strategy 2: Market new program offerings to target group.

Goal 3

Objective 3:
Survey congregation for preferred programming ideas.

Responsibility	Completion Date	Assessment
Education Committee / Professional Staff	September 30, 2011	

Strategy 1: Contact United Synagogue to help develop a congregational survey.

Strategy 2: Compile and send out survey and analyze results.



Goal 4: Facility

Congregation Agudath Achim has a fiscally sustainable and adaptable building that meets all of its needs.

Goal 4

Objective 1:
Prepare an assessment of the existing building.

Responsibility	Completion Date	Assessment
Building and Grounds Committee	December 31, 2011	

Strategy 1: Conduct an official walk through and report findings – to include repairs, refurbishment needed, and age of utilities (e.g., roof, compressors, fridge, etc.).

Strategy 2: Increase size of Building and Grounds committee.

Strategy 3: Identify donor-specific opportunities (not the *who*, just the *what*)

Goal 4

Objective 2:
Establish a Building and Grounds Beautification Plan.

Responsibility	Completion Date	Assessment
Building and Grounds Committee (expanded)	September 1, 2011	

Strategy 1: President to appoint a committee to include at least one board member.

Strategy 2: Establish a beautification plan.

Goal 4

Objective 3:

Research trends in synagogue architecture and how to apply these to the existing building or a new building.

Responsibility	Completion Date	Assessment
Building and Grounds Committee / Professional Staff	June 30, 2012	

Strategy 1: Through United Synagogue contact other synagogues of similar size with recent renovations.

Strategy 2: Visit selected synagogues to view renovations.



Goal 5: Leadership

Congregation Agudath Achim has a large pool of members who are willing and able to accept responsibility and provide leadership in all areas of synagogue life.

Goal 5

Objective 1:

Develop and implement a leadership incentive program.

Responsibility	Completion Date	Assessment
Board Officers	June 30, 2012	

Strategy 1: Contact United Synagogue for leadership incentive programs / ideas already in use.

Strategy 2: Make recommendations and present to the Board for implementation.

Goal 5

Objective 2:

Identify, attract, and obtain commitment from twenty potential new leaders who are willing to accept leadership positions.

Responsibility	Completion Date	Assessment
Board Officers	June 30, 2012	

Strategy 1: Request recommendations from past and present board members of people with leadership potential in a variety of different areas.

Strategy 2: Approach individuals to see if they would be willing to accept designated leadership positions.



Goal 6: Finance

Congregation Agudath Achim has long term solvency and sustainability without using the endowment for operational expenses.

Goal 6

Objective 1:

Develop a 5-year budget projection to be reviewed annually.

Responsibility	Completion Date	Assessment
Finance Committee	July 2, 2011	

Strategy 1: Review strategic plan with Finance Committee.

Strategy 2: Establish list of assumptions (e.g., salaries, dues, etc.) to extrapolate budget from one year to five years.

Goal 6

Objective 2:

Hold additional major fundraising activities during the upcoming year to raise \$30,000.

Responsibility	Completion Date	Assessment
Fundraising Chair	June 30, 2012	

Strategy 1: Establish donor dues chair and committee and initiate solicitations.

Strategy 2: Solicit sponsorships for all events held during the year.

Goal 6

Objective 3:

Direct Finance and Membership Committees to work together to increase revenue through dues.

Responsibility	Completion Date	Assessment
Finance Committee	June 30, 2012	

Strategy 1: Evaluate dues structure for all membership types.

Strategy 2: Forecast revenues based on expected growth of membership.

Goal 6

Objective 4:

Develop strategy / process to encourage members to participate in planned giving opportunities.

Responsibility	Completion Date	Assessment
Fundraising Chair	June 30, 2012	

Strategy 1: Establish a planned giving chair and committee.

Strategy 2: Establish and initiate a solicitation plan.

Goal 6

Objective 5:

Develop a method to inform congregants of the financial position of the synagogue.

Responsibility	Completion Date	Assessment
President	September 30, 2011	

Strategy 1: Publish quarterly report in *Hayom* and online news bulletin on status of dues and Yom Kippur pledge collections.

Strategy 2: Establish a financial information access point for interested congregants.