

Temple Beth-El

Providence, RI

5-Year Strategic Plan

2011 - 2016

Submitted On
April 10, 2011

By
Strategic Planning Committee

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Summary Report

In the building of the tabernacle, all Israel were joined in their hearts; no one felt superior to his fellow. At first, each skilled individual did his own part of the construction, and it seemed to each one that his work was extraordinary. Afterwards, once they saw how their several contributions to the "service" of the tabernacle were integrated - all the boards, the sockets, the curtains and the loops fit together as if one person had done it all, then they realized how each one of them had depended on the other. Then they understood how what all they had accomplished was not by virtue of their own skill alone but that the Holy One had guided the hands of everyone who had worked on the tabernacle. They had only later merely joined in completing its master building plan - so that "it came to pass that the tabernacle was one." (Exodus 36.13).

-Rabbi Mordecai Yosef of Izbica (d. 1854), *Ituray Torah*, vol. IV-

On January 19, 2010, the Temple Beth-El Board of Trustees voted unanimously to establish a committee to update the 2005 - 2010 Strategic Plan. In August 2010, President Fred Franklin subsequently appointed Mel Blake and Tonya Glantz as co-chairs of the 2011 Strategic Planning Committee (SPC).

As co-chairs, Mel Blake and Tonya Glantz sought to build on the good work of the 2005 SPC lead by Joe Goldblatt and Susann Mark, co-chairs. Under their leadership, a plan was built through the efforts of sub-committee members:

Eileen Berman, Mel Blake, Mark Cohen, Jaffa Davies, Doug Emanuel, Carl Feldman, Hannah Goldberg, Rabbi Leslie Gutterman, Judy Labossiere, John Landry, Steve Levy, Steve Litwin, Rabbi Sarah Mack, Michael Prescott, Ruby Shalansky, Stan Smith, Anita Steiman, Deborah Tate, and Terese Zimmer.

The 2005 sub-committee work was then integrated into a comprehensive plan by a committee composed Susann Mark, Ruby Shalansky, Jaffa Davies, and Eileen Berman, with contributions from John Landry, Liz Hollander, and Mel Blake. This plan guided Temple Beth-El for the past five years and afforded an integrity and vision from which to build the 2011 Strategic Plan upon.

The 2011 SPC commenced its process on September 20, 2010 when it convened a diverse group of congregants to assist with the creation of Temple Beth-El's next five year plan. Within this process, SPC members agreed to approach its work from a strengths perspective, where the focus extended to continuing to build upon the potential of Temple Beth-El and its community. Equally important was the emphasis on inviting the Temple Beth El community in as co-informers to the strategic planning process. In this vein, the SPC utilized several methods to both invite the full community into the process and to secure broad congregant feedback to provide a context for framing the work of the SPC and its eventual sub-committees. These methods included:

- 1) The construction and dissemination of a Board survey and appreciative inquiry process – completed September 2010;
- 2) The construction and dissemination of a congregant-wide survey with advertisement through the Shofar – 196 congregants responded in addition to 26 members of the Board
- 3) The use of four congregant and two staff focus groups

These combined methods afforded rich opportunities to inform the larger SPC's efforts through the identification of sub-committee categories as well as creating a context for understanding the varied needs of our Temple community.

As a result of this process, eight sub-committees were formed for the purpose of constructing recommendations for promoting the ongoing growth and success of Temple Beth-El over the next five years. An overview of these sub-committees' overarching recommendations follows. For a complete review of each sub-committee's plan, a full report can be located from the Table of Contents (page 2).

Sub-Committee Workgroup Summaries

Facilities

- Evaluate building improvements and modifications to increase safety and accessibility
- Establish preventative maintenance and asset management system to protect assets minimizing maintenance costs and facilitating the orderly replacement of obsolete equipment.
- Establish a visual record of assets and label art works and religious objects.
- Upgrade the appearance of certain areas within the facility.

Community

- Explore modifications to the mission statement to reflect a more visionary & inclusive spirit (see, *The Spirituality of Welcoming: How to Transform Your Congregation into a Sacred Community* by Rabbi Ron Wolfson)
- Continue to demonstrate sensitivity and responsiveness to a diverse congregation.
- Continue to use communication/technology resources for creating welcoming and inclusive community for its members
- Continue to build a welcoming and inclusive community for its members

Finance & Administration

- Maximize facilities usage - at least doubling revenues to \$52K/year without detracting from core usage
- achieve regular annual fundraising revenues of at least \$100 per member
- Increase endowment by a feasible but significant amount by initiating a new capital campaign launched with planned giving requests
- Conduct a feasibility study – in-house or 3rd party - for a k-5 niche program, charter

- school, Early Childhood Education, Daycare and/or day camp program in our facility.
- Identify ways to double Other Revenue.
- Re-evaluate its Membership Support structure – increase affiliation and congregant engagement; reduce financial obstacles.
- reduce membership losses due to disaffiliation - initiate congregant engagement when support payments go into arrears.
- re-evaluate lay organization (committee structure and board composition) - increase committee productivity and effectiveness and volunteerism.
- Administrative policies and procedures will be reflective of a highly efficient yet caring and thoughtful organization.

Hineinu

- Raise the level of awareness among congregants of the supportive services of the supportive services Hineinu can provide to Temple members.
- Hineinu will remain self-sustaining.

Life Long Learning

- Establish mentoring programs between older and younger students - develop community, reinforce learning, enrich the curriculum, and model social roles.
- Enhance parental/guardian involvement in youth education.
- Seek feedback from children and their parents/guardians about programs - increase stakeholder involvement and participation; strengthen family commitment to changes.
- Seek to increase participation in URJ Teen Engagement programs.
- Evaluate the benefit(s) of combining all adult enrichment activities under the auspices of the Lifelong Learning Committee - increase interest and participation; coordinate schedules and themes.
- Re-activate the Library Committee in accordance with its by-laws.

Membership

- Create a warm and welcoming environment where all members and visitors are encouraged to participate.
- Create a Membership and Program Intern position(s) to assist with Temple programs, advertise Temple services, stay in contact with current membership and assist office staff
- Make the current membership and the surrounding community aware of all programs and events that TBE has to offer.
- Create a "Welcome to Temple Beth El" course - ensure new/existing members are connected to TBE; aware of the services available to them.
- Develop new and improve existing methods of attracting new members and bringing back lapsed members

Personnel

- Encourage Clergy, professional staff, and lay leadership to participate in peer group experiential exchange opportunities.

- Use effective methods of generating constructive discussion on the state of the Temple among congregants, Clergy and staff.
- Provide training opportunities for employees to increase their skills and competencies.

Worship

- Create a spiritual place of worship
- Continue to create a energetic place of worship
- Create an intimate and personal place of worship
- Create a educational place of worship
- Create a multi-generational place of worship

The full sub-committee reports can be found beginning on page 7. It is important to remember that the contents of these reports represent *suggested actions* for achieving Temple Beth-El's Core Values. It is expected that these suggested action steps will be further defined and interpreted by the lay leadership and standing and ad hoc committees.

The SPC welcomes your questions and comments. Please feel free to forward your comments to Mel Blake (mel.blake1@verizon.net) and Tonya Glantz (tglantz@ric.edu).

Respectfully submitted,

Mel Blake & Tonya Glantz, Co-chairs

SPC Members

David Arndt, Jeff Brown, Sherry Cohen, Jaffa Davies, Fred Franklin, Carl Feldman, Peter Friedmann, Sheila Greenbaum, Kit Haspel, Deb Jacobson, Susan Kaplan, Deb Salinger, Laurie Sholes, Jill Tobak, Lewis Weiner, and Kim Zwetchkenbaum

Sub-Committee Members

Tara Demyan, Mindy Stone, Lynn Pohl, Bob Fine, Richard Applebaum, Jill Caslowitz, Nate Ginsburg, Ellis Waldman, Andrew Bramson, Scott Turner, George Goodwin, Lenore Piper Bunting, and Doug Blake

Facilities: Full Report

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| CORE VALUE | | |
| <p>Temple Beth-El will preserve and improve our distinguished Orchard Street facility to provide a welcoming venue for worship, religious and cultural education, and community in ways that meet the needs of our congregation and reflect our cultural heritage.</p> | | |
| Objective 1 | | |
| <p>Temple Beth-El will continue to evaluate building improvements and modifications that may increase the level of safety and accessibility within its facility, implementing such changes when appropriate.</p> | | |
| Suggested Action Step 1 | Resources | Monitoring |
| <p>The Building & Grounds Committee will establish a priority listing of issues that should be addressed and when, based on code requirements, cost, available funds, building aesthetics, and need, to include:</p> <ol style="list-style-type: none"> a. Second egresses from the Board Room, second floor classrooms, and the Bennett Chapel. b. Providing safer access to the Bimah by installing a second set of handrails close to the lecturns. c. Replacing the existing handrails leading from the Bennett Chapel to the office area with more user-friendly handrails. d. Improving handicapped access to the staff offices. | <p>Maguire Group State of Rhode Island Building and Fire Codes</p> | <p>The Building & Grounds Committee will establish the priority listing and include it in its annual report to the Board of Trustees. The priority listing will be updated annually in the Committee's report to the Board.</p> |

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| e. Replacing and repairing hardware on fire stair doors. | | |
| Suggested Action Step 2: The Building & Grounds Committee will implement improvements/modifications in order of priority as funds become available. | Resources: Budget & Finance Committee Executive Director Maguire Group Foundations & Trusts (for funding) | Monitoring The Building and Grounds Committee will report implemented improvements/modifications in its annual report to the Board. |
| Objective 2: Temple Beth-El will establish an effective preventative maintenance and asset management (PM&AM) system to protect assets, minimizing maintenance costs and allowing for the orderly replacement of obsolete equipment. | | |
| Suggested Action Step 1: The Building & Grounds Committee will research available PM&AM software systems and select one appropriate for the Temple's needs. | Resources: Maguire Group Building Superintendent | Monitoring A software system will be selected and purchased by January 31, 2012. |
| Suggested Action Step 2; The Building and Grounds Committee with the Executive Director will recruit an intern to identify each piece of equipment requiring maintenance and individual items that have a forecastable life expectancy to populate the selected software. | Resources: Building Superintendent Maguire Group Local institutions of higher learning (NET, RIC, etc.) | Monitoring An intern will be selected by May 2012. |
| Suggested Action Step 3: Supervised by Building Superintendent, the intern will input maintenance requirements and details (life expectancy, estimated replacement costs, expected replacement date, etc.) of items that have | Resources: Maguire Group | Monitoring The PM & AM software will be populated and maintenance schedules will be established by May 2013 and will be operational in FY2014. |

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| a finite life into the PM&AM system. | | |
| Suggested Action Step 4 The Building & Grounds Committee will establish an asset replacement schedule. | Resources Executive Director Building Superintendent Budget & Finance Committee Populated PM & AM software | Monitoring The schedule will be established by December 2013. |
| Suggested Action Step 5 The Budget & Finance Committee will establish depreciation accounts. | Resources Executive Director Building Superintendent Building & Grounds Committee Asset Replacement Schedule | Monitoring Depreciation accounts will be included in the FY 2015 budget. |
| Objective 3 Temple Beth-El will establish a visual record of its important assets and will label in a non-destructive manner valuable art works and religious objects. | | |
| Suggested Action Step 1 The Building & Grounds Committee will establish a written and photographic log of all valuable pieces of art and religious objects. | Resources Building Superintendent Executive Director | Monitoring The log will be established by December 31, 2012. A copy will be provided to the Temple's insurance broker, and a copy will be placed in a safe deposit box. The log will be updated annually, and the update will be reported in the Committee's annual report to the Board. |
| Suggested Action Step 2 The Building & Grounds Committee will identify methods of labeling art works and religious objects. | Resources Building Superintendent URJ Synagogue Council of MA | Monitoring Labeling methods will be selected by May 2013. |

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| Suggested Action Step 3 The Building Superintendent will supervise the labeling of valuable art works and religious objects. | Resources Contractors | Monitoring Labeling will be completed by May 2014. |
| Objective 4 Temple Beth-El will upgrade the physical appearance of certain areas within the Orchard Avenue facility that require renewal. | | |
| Suggested Action Step 1 The Building & Grounds Committee will evaluate alternate areas for storage of coats. | Resources Building Superintendent | Monitoring Building & Grounds Committee will evaluate options by January 2012. |
| Suggested Action Step 2 The Building & Grounds Committee will establish a priority list of building upgrades not included in Objective 1 and 2, including upgrades to the: a. Silverstein Meeting Room. b. Board Room. c. Clergy and administration offices. | Resources Building & Groups Committee Executive Director Maguire Group Senior Rabbi | Monitoring The priority listing will be established by March 2013 and updated in the Committee's annual report to the Board. |
| Suggested Action Step 3 The Executive Committee will determine how building upgrades will be funded – foundation grants, capital campaign, etc. – and when. | Resources Executive Director Senior Rabbi Maguire Group Fundraising Consultants | Monitoring The Executive Committee will present its recommendations to the Board by March 2014. |

Community: Full Report

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| Core Value | | |
| Temple Beth-El will create the structures to foster and support networks of engagement and a culture of connectedness. | | |
| Objective # 1 | | |
| Temple Beth-El will explore modifications to its mission statement to reflect a more visionary & inclusive spirit, such as that conveyed in Wolfson's book, <i>The Spirituality Of Welcoming: How to Transform Your Congregation into a Sacred Community</i> . | | |
| Suggested Action Step 1 | Resources | Monitoring |
| Use the language of <i>The Spirituality Of Welcoming: How to Transform Your Congregation into a Sacred Community</i> by Rabbi Ron Wolfson to assist with reframing Temple Beth-El's mission statement. | Wolfson's Book Board of Trustees Congregation approval | By May of 2012, the Board of Trustees will determine if the current mission statement should be updated. If the Board of Trustees elects to modify the Temple's mission statement, recommended modifications will be presented to the Congregation for approval at the 2012 Annual Congregational meeting. |
| Objective # 2 | | |
| Members of the administration and congregation will continue to demonstrate sensitivity and responsiveness to the diverse backgrounds, expectations, & practices of Temple Beth-El's congregants. | | |
| Suggested Action Step # 1 | Resources | Monitoring |
| Temple Beth-El's resources including: existing and new congregants, both, history of stability in Rhode Island, and current modern Jewish practices will serve as resources for defining culture within Temple Beth-El's community. | Congregants Rich RI history of stability Affiliation with Local and National leaders in Reform Judaism (URJ, NCRJ, etc) | By May 2012, Temple Beth-El will articulate and through events and services demonstrate its sensitivity and responsiveness to the existing array of congregant backgrounds, expectations and practices. |

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| Objective # 3 | | |
| Temple Beth-El will continue to use communication and technology resources to build on its current efforts to create a welcoming and inclusive community for its members. | | |
| Suggested Action Step # 1 | Resources | Monitoring |
| <p>By developing, or building on existing Temple rosters and technological competencies, Temple Beth-El can foster a sense of community. A directory will play several roles:</p> <ol style="list-style-type: none"> basic resource to allow congregants to reach out to one another. use for invitation to events/services. use for contacting for fund raising, volunteering, etc. | <p>Executive Committee All Subcommittees Existing and new congregants? Office Staff</p> | <p>By May 2012, the Executive Committee will determine the feasibility of creating/building onto a multi-purpose Temple Directory will be established.</p> <p>If the decision to create/build on a Temple Directory is made, a Temple Directory will be available by September 2012.</p> |
| Suggested Action Step # 2 | Resources | Monitoring |
| <p>Temple Beth-El will use internet technologies to build community awareness and belonging, and grow membership by:</p> <ol style="list-style-type: none"> expanding online materials for adult education . providing source materials from sermons/lectures. identifying modifications to the mission statement. providing photos/videos of events and day to day moments at Temple Beth-El. continuing to highlight the calendar of events. | <p>Communications Committee Clergy Marketing & Communication Specialist</p> | <p>On an annual basis, the impact of congregant web use will be surveyed to determine</p> <ol style="list-style-type: none"> Website/Facebook hits Which media sources (Temple Beth-El, ad in Jewish Herald or East Side Monthly, etc) linked users to Temple Beth-El website. The trend in hits from one year to the next to monitor growth <p>The question pertaining to -“how did you hear about – with various web options” will be added as a resource for monitoring impact on numbers.</p> |

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| <p>Suggested Action Step # 3 Temple Beth-El will evaluate creating a Wifi/cafe area with informal social “drop in” hours during the week.</p> | <p>Resources Building & Grounds Committee</p> | <p>Monitoring By 2012 a wifi/café recommendation re: the feasibility will be made</p> |
| <p>Suggested Action Step # 4 Temple Beth-El will celebrate what it is doing well by inviting congregants/ committee members to either jointly engage in <i>field trips</i> to or to share their experiences with other New England model Reform Synagogues.</p> | <p>Resources Congregants Standing Committees</p> | <p>Monitoring Ongoing - Develop article/flyer inviting congregants to participate in trips to or to share their own experiences with the standing committees within the Temple.</p> |
| <p>Objective # 4 Temple Beth-El, through its Clergy, Board and Committee Members, will continue to build a welcoming and inclusive community for its members.</p> | | |
| <p>Suggested Action Step # 1 Temple Beth-El will increase Board Member presence at services to</p> <ol style="list-style-type: none"> Greet and sit with other congregants. Lead by example, and set a tone of enthusiasm and comfort of participation. Interact with congregants during the Oneg. Provide ongoing feedback of what is happening in services. | <p>Resources Board Members Committee Chairs Clergy (designate/assign Board Members) Head Usher/Designated Service Observer</p> | <p>Monitoring By requiring Board members to attend a minimum of 2 Shabbat services a year and 1 Minyan service a month, the following goals will be supported.</p> <ol style="list-style-type: none"> no one sitting alone –unless by choice, everyone is greeted, Board members will be more visible and available before/after services to continue the sense of support and belonging. |
| <p>Suggested Action Step # 2 Temple Beth-El will resume formal efforts to offer/support for havurot, especially for new members (see Shabbat Host program,</p> | <p>Resources Executive Committee Ad Hoc Committee appointed by President Clergy</p> | <p>Monitoring By Temple year 2012, President will appoint an ad hoc committee to assess the viability of havurot</p> |

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| discussed in prior reports from '05). | | |
| Suggested Action Step # 3 Temple Beth-El will continue to maintain outreach to the senior community for inclusion in specific events, services, or ultimately as members and will a. Include communities such as Laurelmead. b. Evaluate conducting Shabbat services at remote communities. | Resources Senior Community Locations (Laurelmead, EPOCH) Beth-Elders Clergy | Monitoring The Worship Practices Committee and the Clergy will evaluate the Temple's efforts to reach out spiritually to the senior community and will report its findings to the Executive Committee by August 2012. |
| Action Step # 4 Temple Beth-El will increase congregant and non-members participation in events through the creation of Temple Beth-El Ambassadors who will actively reach out to: a. Existing members by extending invitations to events and services to increase interest and attendance. b. Non-members in the larger community. | Resources Temple Beth-El Directory (if created) Lay Leadership Congregants Executive Committee | Monitoring President will appoint an ad hoc committee during Temple year 2012 to evaluate the creation of Temple Beth-El Ambassadors If appointed, the Ad hoc Committee will issue report with recommendation by January 2013 |

Finance & Administration: Full Report

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| Core Value 1 | | |
| Temple Beth-El will endeavor to increase the percentage of revenue raised through means other than the basic level of Membership Support. | | |
| Objective # 1 | | |
| Temple Beth-El will identify ways to maximize <u>facilities usage</u> with a goal of at least doubling revenues to \$52K/year without detracting from core usage. <i>Note: average like congregations receive \$115K+/yr for use of facilities</i> | | |
| Suggested Action Step # 1 | Resources | Monitoring |
| <p>The Building & Grounds Committee will:</p> <ul style="list-style-type: none"> a. Research facilities usages through URJ, member congregations, Synagogue Council of Mass., like non-profits and conduct idea generation, identifying some short and long term market opportunities that are suitable and do not detract from mission or beauty of our facility. b. Catalog what has been tried in the past and conduct idea generation. c. Conduct appropriate market research and determine demand, costs and benefits. d. Evaluate potential impact on temple community regarding security, insurance, facilities requirements, and legal issues including contracting and leasing. e. Prioritize opportunities and create plans for execution, including goals, needed facilities improvements, grant | <p>Congregants active in the local real estate market (to help determine market demand and potential pricing) Buildings and Grounds Committee Vice President of Operations Executive Director Community calendars (to determine potential groups to lease facility)</p> | <p>The Building & Grounds Committee will determine potential uses of facility, the requirements, and priorities by March 2012, and report to the Board of Trustees the opportunities for increased facility usage and the cost of any building upgrades necessary to make the facility usable for such uses.</p> |

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| applications, marketing materials, resources and timing. | | |
| Objective # 2 | | |
| Temple Beth-El will achieve regular annual <u>fundraising</u> revenues of at least \$100 per member. <i>Note: current budget is at approximately \$60/member, while the average for like synagogues is \$180 per member</i> | | |
| Suggested Action Step # 1 Temple Beth-El will authorize an ad hoc and later a standing fundraising committee to provide idea generation, planning and leadership to create a culture of giving. | Resources By-laws and Legal Affairs Committee Board of Trustees Congregation President | Monitoring The By-laws and Legal Affairs will initiate an amendment to the Temple By-laws for consideration at the May 2012 Annual Meeting. Until the By-laws are amended, the Fundraising Committee will be an ad hoc committee. |
| Suggested Action Step # 2 The Fundraising Committee will research options for fundraising – including High Holiday drives -- and in addition will identify at least 3 annual events and additional giving opportunities which attract/invite/engage broad participation of congregation targeting each constituency and multiple levels of support. | Resources Fund Raising Committee Executive Committee Executive Director | Monitoring The Fundraising Committee will be responsible for a realistic revenue target, set by the Budget & Finance Committee, for 3 events and other activities during Temple year 2013. |
| Suggested Action Step # 3 The Fundraising Committee will develop a working group for each event to undertake planning, marketing and management and engage standing committees. Brotherhood and Sisterhood to “co-sponsor” one event a year to tie in to other temple events. | Resources Fund Raising Committee Executive Committee Executive Director Sisterhood Brotherhood Other Standing Committees | Monitoring The Fundraising Committee will identify volunteers to serve on each working group responsible for a fundraising event. |

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| Objective # 3 | | |
| Temple Beth-El will increase endowment by a feasible but significant amount by initiating a new capital campaign to be launched in concert with planned giving requests. | | |
| Suggested Action Step # 1 The president will appoint an ad hoc campaign committee in Temple year 2012 to assess the feasibility and probability of success for a capital campaign. | Resources Executive Director Previous Campaign Chairs Ad Hoc Capital Campaign Committee, Board President | Monitoring The ad hoc committee will report its findings to the Executive Committee by June 2012. |
| Suggested Action Step # 2 If the report of the ad hoc campaign committee recommends proceeding with a capital campaign, the president will appoint campaign chairs, the Board will authorize the engagement of a professional fundraising consultant, and the campaign will be launched. | Resources President Executive Director Campaign Consultant | Monitoring Planning for the campaign will commence in August 2012, and the campaign will be launched in September 2012. |
| Objective # 4 | | |
| Temple Beth-El will conduct a feasibility study for the establishment of in-house or 3 rd party k-5 niche program, charter school, Early Childhood Education, daycare and/or day camp program in our facility. <i>NOTE: Temples with such programs have significantly more students and religious school revenue, higher average dues and fundraising per member, and higher use of facilities and other revenue. They are profit making and/or breakeven ventures that are often a source of new membership and lasting engagement.</i> | | |
| Suggested Action Step # 1 With the consent of the Executive Committee, the president will appoint an ad hoc working group staffed with knowledgeable members and/or a consultant to: a. Determine current demand and pricing, | Resources President Executive Committee Executive Director Consultant | Monitoring The ad hoc committee will be appointed by May 2013 and will report to the Executive Committee its recommendation the feasibility of such a program, including if appropriate a preliminary business plan and defined next |

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| <p>including available demographic information for both secular and non-secular programs as well as opportunity for niche programs (e.g., special needs children K-5).</p> <p>b. Investigate partnerships with current providers looking for expansion (including Lincoln School, charter schools).</p> <p>c. Determine facility feasibility and improvement requirements and availability of grant money for improvements. Understand insurance and legal implications.</p> | | <p>steps.</p> |
| <p>Objective # 5 Temple Beth-El will identify ways to double Other Revenue. <i>Note: We have Other Sources of \$29k/yr (cemetery and library) while average of like congregations is about \$70k/yr (...and those w/EECD earn \$150-200k/yr)</i></p> | | |
| <p>Action Step # 1 The president will appoint an ad hoc committee to investigate other sources consistent with mission (e.g., scrips program) and develop an action plan.</p> | <p>Resources President Executive Director URJ Synagogue Council of Massachusetts Other congregations.</p> | <p>Monitoring The ad hoc committee will be appointed by November 2013 and will be asked to present its report and recommendations by March 2014.</p> |
| <p>Core Value 2 Temple Beth- El will improve affiliation and congregant engagement while reducing financial obstacles to membership. <i>NOTE: The percentage of Temple Beth-El members receiving some level of Membership Support abatement is higher than what is reported to be the average among URJ congregations. Our present Membership Support structure and abatement process may 1) at times be time consuming to manage and, more importantly, 2) create a barrier to entry and an excuse to exit, 3) require members to share personal information and 4) cause congregants to feel embarrassed, less valued and avoid participation in fundraising.</i></p> | | |

| Objective #1 | | |
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| Temple Beth-El will re-evaluate its Membership Support structure as a means of increasing affiliation and congregant engagement while reducing financial obstacles. | | |
| Suggested Action Step 1 | Resources: | Monitoring |
| <p>The president will appoint an ad hoc committee to undertake a critical examination of its Membership Support structure and develop recommendations for an improved structure. The committee will:</p> <ol style="list-style-type: none"> a. Evaluate distribution of congregation demographics and actual support paid. b. Consider membership categories based on natural distribution that result in no net loss in revenues. c. Develop materials with which to show transparency and properly educate membership on Temple finances and consider including a membership <i>brit</i> that lays out rights and obligations of membership. d. Consider reduced or zero introductory membership category, to reduce barriers of entry and increase affiliation, while creating engagement program of 1-2 years over which financial support increases to full. e. Reassess premium categories to increase recognition across all categories of membership so they are not a flat total but increments over all category bases. | <p>President Executive Director Treasurer VP of Community Relations and Programs Membership Committee Budget & Finance Committee URJ Other Reform congregations</p> | <p>The president will appoint the committee by December 2011.</p> <p>The committee will report its progress quarterly to the Executive Committee and present its report to the Board at its November 2012 meeting, so that its recommendations may be implemented for Temple year 2014.</p> |

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| Objective # 2 | | |
| To reduce membership losses due to disaffiliation, Temple Beth-El will initiate congregant engagement when congregants' Membership Support payments go into arrears. | | |
| Suggested Action Step # 1 | Resources | Monitoring |
| Congregants will be contacted when Membership Support payments are overdue by 90 days, with the objective of retaining the congregant's affiliation. | Membership Committee Budget and Finance Committee Controller Staff | The procedure will be implemented in September 2011. |
| Core Value 3 | | |
| Temple Beth-El will endeavor to further our mission and foster connectedness throughout our diverse community by efficiently using its lay and professional resources, adding personnel when necessary and when available funds permit. | | |
| Objective # 1 | | |
| Temple Beth-El will re-evaluate its lay organization, including committee structure and board composition, in the light of the Temple's mission to maximize return on effort, increase productivity and effectiveness of committees, and increase volunteerism. | | |
| Suggested Action Step # 1 | Resources | Monitoring |
| The responsibilities of each standing committee will be reviewed and updated, as appropriate, to ensure alignment with the Temple's mission. Additionally, standing committees will be added or dropped, as appropriate, and optimal committee size will be defined. | Leadership Development Committee By-laws and Legal Affairs Committee Executive Director Congregation | Starting in September 2012, the By-laws and Legal Affairs Committee and the Leadership Development Committee will act as a single ad hoc committee to review the Temple's standing committee structure and present its recommendations to the Board at its March 2013 meeting. |
| Suggested Action Step # 2 | Resources | Monitoring |
| The responsibilities of Temple Beth-El officers and Board members will be updated and job descriptions of each will be developed. Further, the composition of the Board and its makeup – honorary, | Leadership Development Committee By-laws and Legal Affairs Committee Executive Director Congregation | Starting in September 2012, the By-laws and Legal Affairs Committee and the Leadership Development Committee will act as a single ad hoc committee to review the responsibilities of the officers and Board |

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| <p>past-presidents, etc. – will be reviewed and updated in the pursuit of maximum effectiveness.</p> <p>Consideration will be given to the principle of creating a congregant database of skills/businesses/committee history, etc. that would be relevant to the identification of prospect committee members.</p> | | <p>members, develop job descriptions for each, and present its recommendations to the Board at its March 2013 meeting.</p> |
| <p>Objective # 2 Temple Beth-El administrative policies and procedures will be reflective of a highly efficient yet caring and thoughtful organization.</p> | | |
| <p>Suggested Action Step # 1 Job descriptions for all non-school administrative personnel will be reviewed and updated.</p> | <p>Resources Executive Director Controller</p> | <p>Monitoring The Executive Director will provide updated job descriptions to the Executive Committee at its March 2012 meeting.</p> |
| <p>Suggested Action Step # 2 Temple Beth-El administrative policies and procedures – “the way we do business” – will be reviewed and updated to identify processes that 1) can be automated, 2) should be eliminated, 3) can be simplified, and/or 4) need to be instituted.</p> | <p>Resources Executive Director Controller Executive Committee</p> | <p>Monitoring An ad hoc committee composed of the Executive Director, Controller, and Executive Committee will be formed in September 2012 to review and update administrative processes, procedures, and policies and will present its recommendations to the Board by September 2013.</p> |

Hineinu: Full Report

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| Core Value | | |
| Through Hineinu, Temple Beth-El congregants will be empowered to provide supportive services for one another in times of need by performing traditional mitzvot, acts of kindness and caring. These mitzvot/acts may encompass times of life cycle events such as illness and loss. | | |
| Objective # 1 | | |
| Temple Beth-El will raise the level of awareness among congregants of the supportive services Hineinu can provide to Temple members. | | |
| Suggested Action Step # 1 | Resources | Monitoring |
| Temple Beth-El will use the following steps to increase awareness and support for of Hineinu: a. Continue the placement of notices in the Shofar. b. Include mention of Hineinu in program for Friday Night Services. c. Write human-interest articles about the work of Hineinu in the Shofar and Jewish Voice. d. Develop a recognition program for Friendly Visitor volunteers. | Lay Leadership Hineinu Committee Clergy Executive Director Marketing & Communication Specialist Jewish Voice | The Hineinu Committee will report annually to the Board increases in awareness and use of Hineinu via: a. increases in inquiries to our Hineinu email address (Hineinu@temple-beth-el.org.) b. increases in donations specifically directed to Hineinu. c. increases in referrals from Clergy and general Temple membership |
| Suggested Action Step # 2: | Resources Leadership | Monitoring |
| Temple Beth-El will continue to use workshops/speaker programs to increase awareness and use of Hineinu. | Hineinu Committee Lifelong Learning Committee Marketing & Communication Specialist Jewish Voice | By May of each year, starting in 2012, the Hineinu Committee will develop ongoing workshops around identified themes for the following Temple year. |

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| | | By Temple year 2015, we will see a 10% increase in donations directly to Hineinu over the previous year. |
| Objective # 2: The work of Hineinu will remain self-sustaining. | | |
| Suggested Action Step # 1: Temple Beth-El will a. Expand number of Hineinu volunteers interested in providing caring services as well as administrative tasks. b. Refine training programs for Hineinu volunteers. | Resources Hineinu Committee Clergy and Executive Director (for recommendations of volunteers) Lay leadership URJ training programs | Monitoring a. During the next 5 years, the number of volunteers will remain stable or increase. b. Effective Temple year 2012, quarterly peer support meetings will be scheduled. c. Effective Temple year 2015, structured training sessions will be scheduled for new volunteers. |
| Suggested Action Step #2: a. Temple Beth-El Clergy, Executive Director, and Lay Leadership will continue their strong support for the Hineinu Program. b. The present Hineinu Committee leadership is committed to continuing its role and developing the next generation of leadership. | Resources Clergy and Executive Director (for recommendations for future committee leadership and for general support) Lay leadership Hineinu Committee | Monitoring/Evaluation a. During the next 5 years the numbers of volunteers will remain stable or increase. b. Prospective future Hineinu Committee chairs will be identified as Vice-Chairs by September 2012. |

Life Long Learning: Full Report

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| Core Value 1 | | |
| <p>Jewish education should not end when Jewish youth are called to the Torah for their Bnai Mitzvah. Temple Beth-El will increase the involvement of post-Bnai Mitzvah-age students in religious school from the current five-year rate of 57 percent to a five-year average of 60 percent, and increase the involvement of post-Bnai Mitzvah-age students in congregational activities such as choir, youth groups, mitzvah day, etc.</p> | | |
| Suggested Action Step # 1 | Resources | Monitoring |
| <p>Temple Beth-El will evaluate whether the addition of a youth education specialist, with youth-program oversight and special emphasis on retaining and engaging post-B'nei Mitzvah-age students, is necessary to achieve the Core value 1 goals.</p> | <p>Youth & Family Education (Y&FE) Committee School Administrator Director of Education</p> | <p>The Y&FE will complete its evaluation and submit its recommendation to the Board of Trustees at the March 2012 meeting.</p> |
| Objective # 1 | | |
| <p>Temple Beth-El will establish one or more mentoring programs between older and younger students in 2011-12 to develop community over the long term, reinforce learning, enrich the curriculum, and model social roles.</p> | | |
| Suggested Action Step # 1 | Resources | Monitoring |
| <p>During Temple year 2012, Temple Beth-El will offer pairing of eighth -grade students with fifth-graders in a mentoring program. Additional mentoring programs will be created during subsequent years.</p> | <p>Youth & Family Education (Y&FE) Committee School Administrator Director of Education</p> | <p>The Y&FE will annually report on the five year average involvement of post-B'nei Mitzvah-age students in:</p> <ol style="list-style-type: none"> a. religious school b. congregational activities such as choir, youth groups, mitzvah day |
| Objective # 2 | | |
| <p>Temple Beth-El will enhance parental/guardian involvement in youth education.</p> | | |

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| <p>Suggested Action Step # 1 Temple Beth-El will re-establish the room parent program.</p> | <p>Resources Youth & Family Education (Y&FE) Committee School Administrator Director of Education</p> | <p>Monitoring The program will be re-established for the Temple year 2012.</p> |
| <p>Objective # 3 Temple Beth-El will seek to feedback from children and their parents/guardians on its programs, as a means of increasing the stakeholder involvement and participation, and strengthening family commitment to changes.</p> | | |
| <p>Suggested Action Step # 1 Temple Beth-El will survey Clergy, Youth & Family Education Committee members, faculty, students, and parents/guardians of students to secure feedback on the quality and content of its curricula, and suggestions and opportunities for improvement and increased participation.</p> | <p>Resources Youth & Family Education (Y&FE) Committee School Administrator Director of Education Clergy Faculty Students Parents /guardians of students</p> | <p>Monitoring During Temple year 2012, the Y&FE will develop a survey questionnaire and distribute it to parents of school children. The survey will include questions for both parents and school children to answer.</p> |
| <p>Suggested Action Step #2 Temple Beth-El will use survey results as a basis for changes in student/family programming, including the current formal education program and structure.</p> | <p>Resources Youth & Family Education (Y&FE) Committee School Administrator Director of Education</p> | <p>Monitoring The results of the survey will be shared with the school faculty, students, parents, Clergy, and lay leadership by Temple year 2013. Should the survey result in any substantive changes to the current formal program and structure, students/families will be re-surveyed for feedback within 2 years of the introduction of such changes.</p> |
| <p>Objective # 4 Temple Beth-El will seek to increase participation in URJ Teen Engagement programs.</p> | | |

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| <p>Suggested Action Step # 1: Temple Beth-El will investigate increasing the participation of its teens in URJ teen engagement initiatives.</p> | <p>Resources: Youth Sub-committee Youth Group Advisors Associate Rabbi URJ Other URJ Congregations</p> | <p>Monitoring The Youth Sub-committee with youth group advisors will undertake a study to determine means of increasing participation and will benchmark with other Temples, It will report its findings and recommendations to the Y & FE Committee by March 2012.</p> |
| <p>Core Value 2 Adult enrichment is a vital aspect of Temple life, and Temple Beth-El will seek to increase participation in and congregant satisfaction from its adult enrichment offerings.</p> | | |
| <p>Objective # 1: Temple Beth-El will evaluate the benefit(s) of combining all adult enrichment activities under the auspices of the Lifelong Learning Committee to increase interest and participation and coordinate schedules and themes.</p> | | |
| <p>Suggested Action Step # 1 The president will appoint an ad hoc committee to investigate combining all adult enrichment opportunities under the Lifelong Learning Committee. The committee will include representatives of the Brotherhood, Sisterhood, Clergy, the Benefactors, the Worship Practices Committee and the Lifelong Learning Committee.</p> | <p>Resources Clergy Brotherhood Sisterhood Benefactors Committee Lifelong Learning Committee Worship Practices Committee Library Committee</p> | <p>Monitoring The ad hoc committee will be formed by October 2011 and report its findings and recommendations by October 2012.</p> |
| <p>Suggested Action Step # 2 Temple Beth-El will place a suggestion box in the Temple, as well as a virtual “suggestion box” on the Temple website, as mechanisms for congregational input for</p> | <p>Resources Lifelong Learning Committee Marketing & Communication Specialist</p> | <p>Monitoring The suggestion box in the Temple and the “suggestion box” on the Temple website will be installed by November 2011.</p> |

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| suggestions for adult enrichment programs and participation. | | |
| Core Value 3 | | |
| The Braude Library is an important and unique Temple asset. | | |
| Objective # 1 | | |
| Temple Beth-El will re-activate the Library Committee in accordance with its by-laws. | | |
| Action Step # 1 | Resources | Monitoring |
| The president will appoint a new Library Committee chair. | Temple President | The chair will be appointed by June 30, 2011, and by September 1, 2011, the Library Committee will be reformed |
| Action Step # 2 | Resources | Monitoring |
| The Library Committee will assess the Temple's library needs from the library and establish goals accordingly. | Library Committee Clergy Executive Director Librarian Lay leadership | The Library Committee will report its findings and goals in its report to the Board by March 2012. |

Membership: Full Report

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| Core Value | | |
| Temple Beth-El will continue to create a warm and welcoming environment filled with activities for all ages that make our members happy and proud to be members. By doing so, Temple Beth-El will attract new members and retain existing members. | | |
| Objective # 1 | | |
| Temple Beth-El will create a warm and welcoming environment at all touch points where all members and visitors are encouraged to participate. | | |
| Suggested Action Step # 1 | Resources | Monitoring |
| All Board members will be asked to read <i>The Spirituality of Welcoming</i> by Dr. Ron Wolfson. | Board of Trustees Library will purchase several copies of the book | President will lead discussion at the September 2011 Board meeting on how principles presented in Wolfson's book can be applied to Temple Beth-El. |
| Suggested Action Step # 2 | Resources | Monitoring |
| "The Spirituality of Welcoming" will be identified in the Shofar as suggested reading for all Temple members. | Shofar Library Board of Trustees Marketing & Communications Specialist Membership Committee | The Membership Committee will submit an article for the October 2011 Shofar, recommending the book to congregants. |
| Suggested Action Step # 3 | Resources | Monitoring |
| Board members will wear name tags at all services and events and introduce themselves to guests as recommended by Dr. Wolfson. | Lay Leadership Staff (to order name tags for each member of the Board of Trustees) | Self-monitored by board members, President, Executive Director and Clergy. |
| Suggested Action Step # 4 | Resources | Monitoring |
| Temple Beth-El will improve signage to | Buildings & Grounds Committee | Signage and welcome board will be |

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| allow visitors to determine the location of specific Temple locations (offices/classrooms/worship space/etc.) and will create a welcome board, which includes pictures of key Clergy and staff Members. | Photographer Board of Trustees Staff Building Superintendent | installed by September 2012. |
| Suggested Action Step # 5 Temple Beth-El will provide a bowl of Hershey's Kisses at the Shabbat service onegs (so that everyone can have a Shabbat "kiss"). | Resources Shabbat Greeters (to hold bowl) Executive Director | Monitoring Kisses will be available at onegs starting in October 2011. |
| Objective # 2 Temple Beth-El will create a Membership and Program Intern position(s) to help run Temple programs, advertise Temple services, stay in contact with current membership and assist office staff. | | |
| Suggested Action Step # 1 The Executive Director and/or Membership Committee will generate a job description for the intern. | Resources Executive Director Executive Committee Membership Committee Temple Clergy | Monitoring The position description will be presented to the Executive Committee for its approval at its November 2011 meeting. |
| Suggested Action Step # 2 The Executive Director and /or Membership Committee will determine requirements to have internship count for credit at local institutions of learning. | Resources Executive Director School Career Centers Membership Committee | Monitoring Requirements will be determined prior to submission of the position description in November 2011. |
| Suggested Action Step # 3 The position will be advertised on the school's job board, in the school's newspaper and at Hillel. | Resources Executive Director Membership Committee Religious Studies Professors Hillel Directors | Monitoring The advertisements will be placed subsequent to the approval of the position by the Executive Committee, and the position will be filled for an August 2012 |

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| | Clergy | start date. |
| Objective # 3 | | |
| Temple Beth-El will seek to add to the many vehicles it uses to make the current membership and the surrounding community aware of all programs and events that TBE has to offer. | | |
| Suggested Action Step # 1 | Resources: | Monitoring |
| Temple Beth-El will develop a group of volunteers willing to call current and prospective members to invite them to specific events. | Temple Volunteers Membership Committee Program Intern | Program Intern will be responsible for recruiting callers on a rotating basis starting in Temple year 2012 |
| Objective # 4 | | |
| Temple Beth-El will create a "Welcome to Temple Beth El" course to ensure that all new and existing members are connected to TBE and aware of the services available to them. | | |
| Suggested Action Step # 1 | Resources | Monitoring |
| The Membership Committee will create a sub-committee to focus on new member orientation.. | Membership Committee Temple members Board of Trustees | The sub-committee will be established and staffed by March 2013 |
| Suggested Action Step # 2 | Resources | Monitoring |
| Temple Beth-El will establish a Mentor Family Program under which existing member families will be identified and selected to serve as "Mentor" families to the new members. | Executive Director Clergy Membership Committee Selected Temple members | Mentor families will be selected by May 2013 |
| Suggested Action Step # 3 | Resources | Monitoring |
| Temple Beth-El will train mentor families by providing guidelines for mentoring and examples of mentor situations. | Mentor Sub-committee Executive Director Clergy Board of Trustees | Training will be performed by July 2013. |

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| <p>Suggested Action Step # 4</p> <p>The Mentor Family program will be operational for Temple year 2013 with the assignment of new Temple member families to mentor families.</p> | <p>Resources</p> <p>Mentor Sub-committee Executive Director New Member lists Board of Trustees</p> | <p>Monitoring</p> <p>The mentor assignment process will begin in the summer of 2013.</p> |
| <p>Suggested Action Step # 5</p> <p>The Membership Committee will investigate the possibility of creating a History of Temple Beth El video featuring pictures, interviews, and tour of building, and the cost of such a video.</p> | <p>Resources</p> <p>History of Temple Beth El book RISD/Brown Clergy Selected Temple members Local video producers.</p> | <p>Monitoring</p> <p>The Membership Committee will present its recommendation to the Board by March 2012</p> |
| <p>Objective # 5</p> <p>Temple Beth-El will develop new and improve existing methods of attracting new members and bringing back lapsed members.</p> | | |
| <p>Suggested Action Step # 1</p> <p>The Membership Committee will review and update, if appropriate, its procedures for:</p> <ul style="list-style-type: none"> a. Following up with people who have shown interest in TBE (guest passes to High Holiday services, came to Open House or Prospective Member BBQ, etc.) but have not joined. b. Planning, executing, and following-up Prospective Member Open Houses. c. Following up on membership inquiries. d. Contacting members who have resigned to determine the reason | <p>Resources</p> <p>Membership Committee Executive Director</p> | <p>Monitoring</p> <p>The Membership Committee will complete its review by March 2012, and report its conclusions at the March 2012 meeting of the Board of Trustees.</p> |

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| <p>for the resignation and to determine if they can be induced to rejoin.</p> | | |
| <p>Suggested Action Step # 2 The Membership Committee will develop an "Invite a Friend" Shabbat service where existing members are asked to bring one non-member to services.</p> | <p>Resources Membership Committee Membership Intern Clergy Executive Director Volunteers to call membership</p> | <p>Monitoring Membership Intern to start program by April 2012</p> |

Personnel: Full Report

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| Core Value | | |
| Temple Beth-El recognizes its professional and lay leadership as important assets and key to its continued success. | | |
| Objective # 1 | | |
| Temple Beth-El will encourage its Clergy, professional staff, and lay leadership to participate in peer group experiential exchange opportunities. | | |
| Suggested Action Step # 1 | Resources | Monitoring |
| Temple Beth-El will encourage its leadership to attend URJ, CCAR, ACC, NATA, and NATE meetings. | Budget & Finance Committee Executive Committee The Shofar Beth-El Live | When they attend peer meetings, leadership will be asked to report on issues of interest at Board meetings. |
| Suggested Action Step # 2 | Resources | Monitoring |
| Temple Beth-El will encourage Clergy, professional staff, and lay leadership to bench mark with and adopt best practices of similar sized congregations within the New England area. | URJ congregations in the New England area. | At monthly Executive Committee Meetings, Clergy, professional staff, and officers will be asked to report on efforts interest related to bench marking and best practices that may have occurred during the previous month. |
| Suggested Action Step # 3 | Resources | Monitoring |
| Temple Beth-El will encourage its lay leadership to take advantage of training opportunities available from the URJ and Synagogue Council of Massachusetts. | URJ Synagogue Council of Massachusetts Budget & Finance Committee Grants | The president will publicize URJ and SCM training opportunities, as they develop, at Board meeting and recommend personnel holding key leadership positions attend. |
| Objective # 2 | | |
| Temple Beth-El will use effective methods of generating constructive discussion on the state of the Temple among congregants, | | |

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| Clergy and staff. | | |
| Suggested Action Step # 1 The Executive Committee will meet semi-annually with 1) the Clergy and professional leadership and 2) the Leadership Development Committee for the express purpose of receiving constructive feedback on its performance. | Resources Clergy Executive Director School Administrator Leadership Development Committee Executive Committee | Monitoring The president will summarize the results of these meetings in a report to the Board semi-annually. |
| Suggested Action Step # 2 The President and Vice President of Worship Practices and Lifelong Learning will meet semi-annually with the Senior Rabbi to engage in Mutual Review, as defined in the NCECR Guidelines for Mutual Review, published by the CCAR. | Resources CCAR NCRRCR | Monitoring The president will summarize the results of these meetings in a report to the Executive Committee semi-annually. |
| Suggested Action Step # 3 The President and Vice President of Operation will meet semi-annually with the Executive Director to establish mutual goals and review progress towards meeting those goals. | Resources | Monitoring The president will summarize the results of these meetings in a report to the Executive Committee semi-annually. |
| Objective # 3 TBE will provide training opportunities for its employees to increase their skills and competencies. | | |
| Suggested Action Step # 1 The Executive Director, Educational Director, and School Administrator will annually review the training needs of their respective departments and prepare a | Resources Local training programs Jewish Alliance URJ Executive Committee | Monitoring A report of training needs will be submitted to the Executive Committee by January of each year. |

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| <p>proposed training program, including costs, for personnel within their department.</p> | | |
| <p>Suggested Action Step # 2 Based on the recommendations of the Executive Committee, the Budget & Finance Committee will establish a training budget annually.</p> | <p>Resources Temple budgeted income Executive Committee</p> | <p>Monitoring The annual budget will reflect the training, which Temple Beth-El can afford and which its educational and administrative leadership has determined is appropriate.</p> |

Worship: Full Report

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| CORE VALUE | | |
| Temple Beth-El will create a spiritual, energetic, intimate, educational and multi-generational place of worship that recognizes its reform history and traditions, while moving the congregation deep into the 21 st century. | | |
| Objective # 1 | | |
| Temple Beth-El will create a spiritual place of worship. | | |
| Suggested Action Step # 1 | Resources | Monitoring |
| Temple Beth-El will continue to provide a variety of Friday night worship options (traditional Shabbat, family, K'tantan, Shabbat Hallelu) with consistent schedules that can be periodically revisited in order maximize participation. | Clergy Executive Director Beth-Elders Committee Marketing & Communication Specialist Worship Practices Committee Shalom Rhode Island E-vents | The Temple website calendar will continue to be updated with fresh and innovative information relating to worship services. Shabbat and holiday pulpit announcements will include reminders relating to upcoming worship opportunities. |
| Suggested Action Step # 2 | Resources | Monitoring |
| Temple Beth-El will challenge members to experience the variety of worship opportunities throughout the synagogue – Friday night, Saturday morning, havdalah, minyan, & holidays. | Clergy Worship Practices Committee Marketing & Communication Specialist | The Senior Rabbi and the Worship Practices Committee will evaluate the potential for having Temple members play a more active role in Shabbat and Holiday services. |
| Suggested Action Step # 3 | Resources | Monitoring |
| Temple Beth-El's leadership will play an active role in creating a warm and joyful community that makes people feel welcome regardless of frequency or affiliation. | Clergy Worship Practices Committee Board of Trustees | As a requirement for being nominated for a position on the Temple's Board, prospective Board members will be required to commit to serving as Shabbat hosts for a minimum of 2 Friday evening or 2 Saturday morning |

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| | | services per year and 1 minyan service per month. |
| Objective # 2 | | |
| Temple Beth-El will continue to create a energetic place of worship. | | |
| Suggested Action Step # 1 | Resources | Monitoring |
| Our Clergy will continue to actively seek out opportunities to further integrate music into worship services as the delivery mechanism and as learning opportunities. Opportunities include a combination of traditional, contemporary, participatory, and multi-language. | Clergy Choir Worship Practices Committee Musical Instruments Songbooks and song sheets URJ | In addition to the monthly Shabbat Hallelu services, the Worship Practices Committee and the Clergy will evaluate additional methods of involving participatory music in worship services and report its findings to the Board of Trustees by March 2012. |
| Objective # 2 | | |
| Temple Beth-El will create an intimate and personal place of worship. | | |
| Suggested Action Step # 1 | Resources | Monitoring |
| Worshippers “unplug” during services. Worship is blended with greater social opportunities before and after events to promote greater interactions among congregants. Temple Beth-El will explore ways to create a more intimate space within the sanctuary using temporary design structures. | URJ Congregations Maguire Group Space Consultants Building & Grounds Committee | The Building & Grounds Committee and the Clergy will re-visit options for 1) improving bimah accessibility and 2) making the Fain Sanctuary more intimate and report its findings to the Board of Trustees by March 2013. |
| Suggested Action Step # 2 | Resources | Monitoring |
| The Worship Practices Committee and the Clergy will evaluate having congregants announcing “good news” | Worship Practices Committee Clergy Congregants | The Worship Practices Committee and Clergy will consider the practice and advise their recommendation to the Board of |

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| during Friday evening services. | | Trustees by March 2012. |
| Objective # 3 Temple Beth-El will create a educational place of worship. | | |
| Suggested Action Step # 1 Temple Beth-El will continue to recruit individuals with interesting and unique knowledge, fields of study, and/or experiences to speak during and after Friday night and Saturday morning events to provide learning experiences to attendees. | Resources Congregants Clergy Lay Leadership | Monitoring The Clergy will continue to invite expert personages to be part of the worship experience. Extend worship by providing congregants |
| Suggested Action Step # 2 Temple Beth-El will extend worship by providing congregants with the opportunity to receive sermons, d'var torahs, op-ed pieces, etc. via the website, blog, or social media. | Resources Clergy Marketing & Communication Specialist | Monitoring The Senior Rabbi will designate which documents are to be distributed by the Marketing and Communication Specialist. |
| Suggested Action Step # 3 Temple Beth-El will consider developing a learning theme for certain services during the course of the year. | Resources Clergy | Monitoring The Clergy and the Worship Practice Committee will evaluate the concept of introducing learning themes into select services and advise the Board of its decision by March 2012. |
| Objective # 4 Temple Beth-El will create a multi-generational place of worship. | | |
| Suggested Action Step # 1 Temple Beth-El will bring more people into the service through more frequent | Resources Congregants Clergy | Monitoring The Clergy and the Worship Practices Committee will evaluate opportunities for |

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| <p>and more inclusive bimah opportunities that include birthdays, anniversaries, and other lifecycle events.</p> | <p>Executive Director and Staff Worship Practices Committee</p> | <p>acknowledging special life cycle events during services and advise the Board of its decision by March 2012.</p> |
| <p>Suggested Action Step # 2 Temple Beth-El will seek more inter-generational opportunities within worship, including ways for parents, grandparents, and children to share experiences together.</p> | <p>Resources Congregants Clergy Executive Director and Staff Worship Practices Committee</p> | <p>Monitoring The Clergy and the Worship Practices Committee will evaluate the concept of inter-generational worship for example, grandparent-grandchild readings during services- and advise the Board of its decision by March 2012.</p> |