



TEMPLE HABONIM

STRATEGIC PLAN

Preface

The Long-Range Planning Committee determined that a Strategic Plan should be written for Temple Habonim to assist the Rabbi, Education Director and lay leadership to prioritize the many programs and activities available to the congregation. For its initial inspiration, the Strategic Plan sub-committee drew on the findings of the congregational survey and small group meetings conducted during the Rabbi search process. The first draft was reviewed with the Board of Trustees at a retreat in August 2008 and the Board worked in small groups to further explore each major goal of the plan. In October and November 2008, more than 85 congregants participated in small group meetings conducted by the Rabbi and temple President and voiced their objectives and hopes for the temple.

The Board has approved this plan for presentation to the congregation for endorsement with the understanding that this is a living document and that we will periodically review and update the strategies and action plans to help us achieve our goals.

Our History

The seeds of Temple Habonim were planted in 1959, when thirty-five families in the East Bay came together to form the Eastward Jewish Center. In 1963, the Barrington Jewish Center was founded with 39 charter member families and 36 children in our religious school. Two years later the property at 147 County Road was purchased, becoming the first home for the Barrington Jewish Center. This site hosted our first Bar and Bat Mitzvahs in 1969 and our first confirmation in 1972.

In 1974 the congregation hired Rabbi James B. Rosenberg as our third full-time Rabbi. He remained with the temple until his retirement in 2007, 33 years later. In March, 1975, The Barrington Jewish Center formally changed its name to Temple Habonim meaning, "The Builders," a fitting name for a growing and evolving congregation.

The congregation outgrew its site on County Road. Our current location on 165 New Meadow Road was formerly a Barrington school. After renovations were completed in June of 1980, it became the new home of Temple Habonim.

Our temple and religious school grew under the leadership of Rabbi Rosenberg in the 1980's and 1990's. The school and sanctuary were in need of expansion. A successful building campaign saw the completion of the beautiful addition that is our current place of worship and several state of the art classrooms.

In July of 2006, Temple Habonim hired its first Educator and School Principal, Linda Silverman Levine. Rabbi Andrew F. Klein was selected as our new Rabbi to succeed Rabbi Rosenberg in July, 2007. With new leadership and new energy, with dedicated families and lay leadership, Temple Habonim looks to the future with confidence.

Our Current Task

In 2006, when we were commencing our rabbinic search, we conducted a needs assessment in which we asked the congregation to give voice to what we wanted for the future. As we have moved forward under the leadership of our Temple Board and Rabbi Klein, the desires expressed by our members have taken on form. Some have become current programming; some remain on our "wish list."

To build upon these ideas, the Long Range Planning Committee has been asked to develop a Strategic Plan in an attempt to plan for the future of Temple Habonim. In close collaboration with Rabbi Klein, we have developed the following planning document.

Our Mission

Temple Habonim is dedicated to helping self-identifying Jewish individuals and households realize lifelong involvement in Judaism, guided by Jewish values. We are a focal point for Jewish life centered upon the responsibilities to fulfill mitzvot, study Torah and participate in the worship of God. As the Reform Jewish presence in the East Bay, Temple Habonim is a gathering place for social and religious programs.

Our Vision

We are committed to ensuring that in the next five years, Temple Habonim will:

Thrive and Grow as the Reform Jewish presence in the East Bay for all who want to affirm and nurture their Jewish faith in a safe and secure spiritual Jewish environment.

Welcome and embrace all self-identifying Jewish individuals and members of their households, whether Jewish or not, who come through our doors seeking an encounter with our rich tradition and heritage.

Attract additional members by offering rich and varied spiritual, religious, cultural, musical, artistic, academic, intellectual, educational, and social programming, without losing the unique character of the Temple.

Support and nurture families in their various life cycle events, providing pastoral care and community support to all who are in need.

Engage in Tikkun Olam, "repairing the world," striving to fulfill the prophetic call to translate the words of Torah into the works of our hands.

Reach out to the diverse range of Jews in the East Bay area, striving to find avenues of access for all who desire to enter into dialogue with our tradition, including those whose previous religious affiliations may not have been within the Reform Movement.

Maintain and enhance our connection with the greater Rhode Island and southeastern Massachusetts Jewish community.

Build bridges and promote harmony with the local interfaith religious community.

Our Goals

To realize our vision, these will be our goals, and the objectives, and some of the strategies that we believe will enable us to achieve them.

(1) Continue and enhance the role of the Temple in Jewish religious worship that is participatory and inspiring.

- (a) Increase attendance at worship services
 - i. Enrich with guest speakers, scholars in residence, additional thematic programs, and various types of services.
 - ii. Additional age specific services: Kids, Families, Young Adults, Empty Nesters, Renaissance, Intergenerational Services.
 - iii. More Religious School class specific Services (Holidays and Multigrade services)
- (b) Balance innovation and continuity in worship services
 - i. Grow the Saturday morning services in terms of frequency and attendance
 - ii. Make family services more “kid-friendly”
 - iii. Make services more spiritually engaging for non-Jewish spouses and/or more agnostically-inclined Jews.
- (c) Provide a variety of religious musical experiences for all services
 - i. Hire cantorial soloists/song leaders – more consistent presence
 - ii. Establish volunteer/children’s choirs (for occasional services)
 - iii. Shofar classes
 - iv. Purchase a new piano; add more instrumentation to services
- (d) Refurbish our Torah scrolls
 - i. Hire a sofer
 - ii. Procure a Torah stand

(2) Create Diverse Opportunities for Lifelong Jewish learning

- (a) Increase enrollment in the Religious School
 - i. Enhance curriculum through new books, and additional audiovisual materials and equipment
 - ii. Consider beginning Hebrew education in the 3rd grade rather than the 4th
 - iii. Compliment education through field trips

- iv. Include speakers and musicians as assembly guests
- v. Engage a weekly song leader
- vi. More Preschool classes and activities
- vii. Pairing of older and younger students in a mentoring program for the religious school
- viii. Offer “electives” as part of Religious School curriculum
- (b) Establish a regular, biennial adult B’nai Mitzvah program
- (c) Provide a variety of stimulating adult education experiences
 - i. Engage an Adult Ed teacher or director
 - ii. Talmud study
 - iii. Field trips
 - iv. Continuation of Women’s Torah study
 - v. Invite speakers on Jewish topics: Interfaith, Israel, Issues in Jewish community, world events, social action/responsibility
 - vi. Invite speakers on non-Jewish topics: cultural, political, entertainment
 - vii. Continue Adult Hebrew classes
 - viii. Rabbi discussions, adult education, Jewish holiday discussions during Sunday School, including more in-depth learning (2-4 sessions on a topic)
 - ix. Introduction to Judaism classes; Seder school; holiday school
 - x. Support/discussion group regarding issues of an interfaith family, family traditions and holidays
 - xi. Cultural activities such as Israeli dancing, Jewish cooking and holiday recipes
 - xii. Song leading sessions to learn our new Shabbat melodies (Sunday mornings or weekday evenings)
 - xiii. Offer Sunday morning (Brotherhood-type) bagels and learning sessions on subjects drawn from Jewish history
 - xiv. Offer an Adult Institute with several educational programs offered simultaneously
- (d) Provide continuing professional education for teachers and education director
- (e) Consider making the educator position full-time
- (f) Run programs to attract wider audiences including unaffiliated and interfaith.

(3) Provide a variety of programming to meet the needs of Temple Habonim members of all ages

- (a) Expand informal education and youth groups for school age children
 - i. Hire youth director
 - ii. New furniture for youth lounge
 - iii. Sponsor attendance at regional and national events
- (b) Outreach to college students and young adults
 - i. Chanukah Boxes and Passover Boxes
- (c) Identify and meet the needs of empty nesters (in addition to lifelong learning).
- (d) Run an annual 3-part Being a Congregant series – one part each with Rabbi, Educator and lay leadership – to inform members of available programs/services

- (e) Meet the needs of kids and families post Bar/Bat Mitzvah age
- (f) Introduce social programming, e.g., family oriented events and trips (i.e Bus trip to US Open, bus trip to Red Sox, Cook Out at Haines Park, Sunday morning breakfast and speaker, ski trip); also adult-focus social events (i.e. dinner dance, wine tasting)
- (g) Men's group or Brotherhood
- (h) Parent/child events
- (i) Athletic/fitness groups(runners, walkers, cyclists)
- (j) Draw more on internal resources – congregants speaking about their experiences (Holocaust survivors), careers (politicians), etc.
- (k) Consider hiring a part-time Program Director

(4) Create self-sustaining, financially secure institution

- (a) Expand the role of the membership committee with the objective of increasing net membership by 50 families within five years
- (b) Attract new members
 - i. Establish membership recruitment program
 - ii. Increase advertising, marketing and public relations
 - iii. Work with local realtors
 - iv. Help develop JCC Pre-school as means of bringing more young families into the Temple.
 - v. Outreach to unaffiliated Jews in the East Bay
- (c) Retain existing members
 - i. Use temple data base software to create a robust membership data base
 - a. Increase membership retention efforts
 - b. Membership survey
 - ii. Find out how to keep post-Bar Mitzvah parents involved
- (d) Advertise programs to attract wider audience (including unaffiliated and interfaith)
- (e) Build a culture of giving to the temple
 - i. Promote availability of charitable giving opportunities, make contributing easier and recognize gifts more effectively
 - ii. Promote growth of Temple Endowment Fund
- (f) Run fundraising activities as much for community building as for raising money
- (g) Retire Mortgage
- (h) Provide long-term income security for permanent staff members
- (i) Maintain and enhance the Temple Building and Temple-owned property
 - i. Renovate Temple bathrooms
 - ii. Renovate Temple kitchen
 - iii. Finish the Temple courtyard with decorative stonework
 - iv. Renovate bathroom at 163 New Meadow Road
- (j) Establish a Development Committee
 - i. Provide comprehensive oversight of financial development activities
 - ii. Establish a planned giving program for Temple members and others
- (k) Increase participation to lead to improvement in financial situation

- (l) Create a Capital Campaign through a development committee that will be both systematic and aggressive

(5) Build Spirit of Social Responsibility

- (a) Or Shemesh (sunshine group) (i.e., Bikkur Cholim, etc.)
- (b) Become more active in Beyond Our Walls
- (c) Develop strong social action awareness to help those in need
- (d) Develop strong energy conservation ethic and implement at the Temple
- (e) Bring in prominent speakers of interest not only to Temple members but also to the members of the larger community
- (f) Integrate social action into everything we do using resources such as BOW Great Day of Service, Tap-In, Meals on Wheels, Visitation of elderly, Social Action Committee
 - i. Potential causes are: food and clothing, literacy, mentoring, environmentalism, safe ride, substance abuse, Jewish immigrants, Habitat for Humanity, Israel specific needs, Tzedakah
 - ii. Adopt a social service agency to focus our social action activity more specifically and consistently
- (g) Connect with multiservice agencies to consolidate our efforts
- (h) Formalize structure for Temple members (ie Multigenerational, Young children, Teens, Families, empty nesters, Renaissance)
- (i) Become a model for other religious institutions (Barrington Clergy, Multi-institution support)
- (j) Social Action needs to support the infrastructure of Temple Habonim.
- (k) Temple Habonim needs to provide financial resources to support social action programs
- (l) Integrate social action projects into the school curriculum
- (m) Engage elders in the community
- (n) Offer kid-sitting at temple during events
- (o) Get greener

(6) Improve our Institutional Governance

- (a) Establish a leadership development program
 - i. Provide regular source of funding for leadership development programs
- (b) Provide resources for leadership development of Executive Board, Board members and potential temple leaders
- (c) Honor leaders
- (d) Strive to communicate Board vision and decisions to the congregation in a clear and timely manner that will not only inform members but also invite participation in decision making.
- (e) Foster a sense of participation by Temple Members
- (f) Engage certified public accountant to review the Temple books on a regular basis
- (g) Consider establishment of a governance committee to review by-laws, nominations, and long-range planning

- (h) Make temple members aware of how the Temple is structured and ways for them to participate
- (i) Provide mechanisms for input by members such as scheduled input or open public forums; especially for new members
- (j) Reach out to fringe groups (lower socioeconomic, elderly, people who might be marginalized)
- (k) Create an institutional memory and archive for a systematic organization of Temple records
- (l) To ensure that we have good institutional governance, benchmark our processes and outcomes with other temples and the URJ
- (m) Create an effective balance between participation and responsibility for getting things done
- (n) Make temple membership more affordable
- (o) Create a Board level position for liaison to Federation
- (p) Use the internet more effectively to communicate with our membership

Our Conclusions

The Long Range Planning Committee recommends that the following approach be adopted in order to assure the implementation of this report:

That the preliminary Strategic Plan be circulated to the Board of Directors and other appropriate individuals for additional consideration in order to ensure adoption and eventual support by the membership at large.

That the Strategic Plan be reviewed by the Long Range Planning Committee at two year intervals to assure that it remains current and pertinent to the needs of the Temple.

That each year the various Committees of the Temple prepare an Annual Plan subject to the approval of the Executive Committee and the Board, which provides for budgetary and programmatic implementation of the incremental goals of the Strategic Plan.

We have learned, above all, that to secure the future of the Temple and to build on the progress we have achieved together over the years, it is time for us to conduct a major capital campaign. The purpose of the campaign will be to achieve the goals and objectives that we have outlined in this Strategic Planning Document. We recommend that the Board of Directors determine the costs to implement the strategies that have been recommended, establish a financial goal, and appoint a Committee to develop a fund raising goal and to plan the logistics of a campaign using the five year Strategic Plan as its case statement.