



**TEMPLE BETH HILLEL-BETH EL**  
**STRATEGIC PLAN 2024**



## DEAR FELLOW TEMPLE BETH HILLEL-BETH EL MEMBERS,

As we embark on the next chapter in our community's journey, I am thrilled to share with you our recently crafted Strategic Plan. This comprehensive roadmap outlines our vision, goals, and actionable steps for the coming years.

When we began this process over a year ago, we had no idea how much the world around us would change. The tragedy of October 7th and the ongoing struggles in Israel will always be close to our hearts. We also recognize the further increase in antisemitism, which impacts our thoughts in making sure we play our role in the safety and survival of the Jewish people.

While recent events can bring terrible discomfort, I am inspired by the strength and resilience of the Jewish community broadly, and of the Temple Beth Hillel-Beth El community specifically. The need for TBH-BE is more essential than ever, as we continue to strive to be a place where we come to support and enrich each other at all points in our lives.

Members of the Board of Directors and the community always hear me talk about the challenges and opportunities of growth. Our Strategic Planning Committee took this to heart as they executed a disciplined and focused process to help us prioritize our pursuits, endeavors and goals in the coming years. I am profoundly thankful for the outstanding leadership of Jodi Miller, Len Feldman, Rabbi Witkovsky, Ken Krivitzky, Barb Bookman, and the entire committee.

While many Conservative synagogues grapple with the implications of shrinking membership and corresponding budget constraints, we find ourselves in a fortunate position. We are actively exploring the best ways to serve our growing community and provide meaningful experiences across a wide range of backgrounds and observance levels.

We are excited that we have already begun the process of adding another clergy member to our leadership team. Additionally, there are numerous tasks yet to be accomplished that are outlined in the subsequent pages. Our goal is to make sure this document becomes an instructional guide for the leadership of the synagogue and the community over the next few years.

At the heart of our congregation lies a commitment to fostering spiritual growth, inclusivity, and meaningful connections. Let us continue to build a vibrant and resilient community together.

Thank you for your unwavering dedication to Temple Beth Hillel-Beth El.

#SeeYouInShul

Joshua Kohn

President



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## STRATEGIC PLANNING COMMITTEE

**Co-Chairs:**

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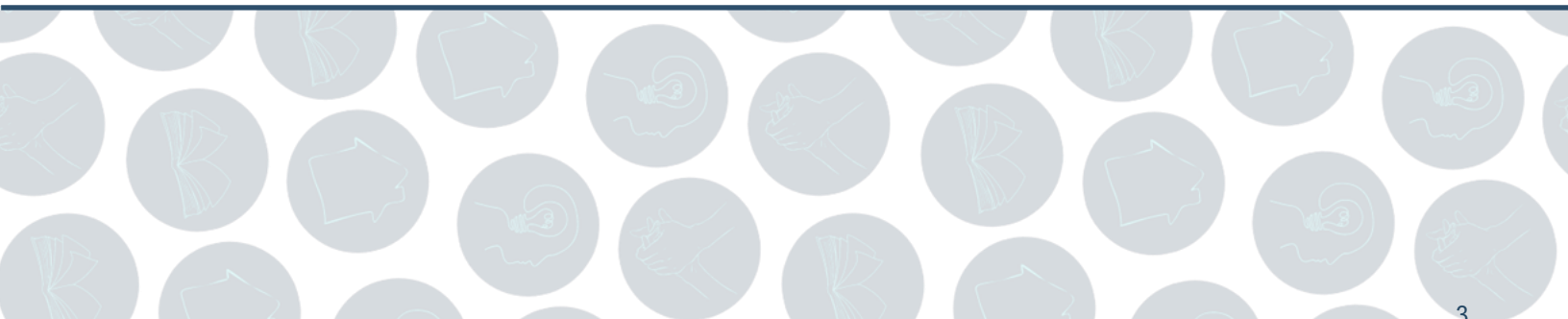
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Fernando Chang-Muy

**Staff:**

Kenneth Krivitzky

Rabbi Ethan Witkovsky





### What keeps you involved at TBH-BE?

"We've maintained our connection to TBH-BE throughout the years because of the wonderful, caring community we've experienced there. Since moving to Wynnewood 33 years ago, our social life and our friendships have been centered around the synagogue. Our friends and the clergy have been there for us through great times and through sad times. We've built memories, had new experiences, and continued to learn about Judaism and the meaning of friendship and support. I wouldn't want to belong anywhere else."

- Rob & Roberta Kitchenoff

## EXECUTIVE SUMMARY

The good news is that we are already in a strong place. Building off the last strategic plan, we are a community known for being warm, friendly, and egalitarian. There are things to innovate so we stay relevant, there are things to innovate so we stay fresh, but overall, we are well positioned to meet the needs of our members and future members in the years ahead.

The TBH-BE Strategic Planning Committee began meeting in January 2023.

The work consisted of the following:

- Competitive Analysis\* – consisted of a local synagogue landscape review in addition to a few other synagogues with a comparable demographic profile
- Environmental Scan – reviewed political, economic, demographic, philanthropic, and Jewish communal trends
- Community Strategic Planning Survey – distributed to the synagogue community, analyzed 362 responses (a high response rate of 1/3 of our congregants)
- Religious Services Task Force Focus Groups – reviewed feedback
- Parent and Employee Engagement Surveys – reviewed feedback

The overall feeling among congregants is that of great satisfaction with our synagogue, its operations, and offerings, in addition to the overall strength of our TBH-BE community. There is a strong sense that congregants are committed to remaining a part of our community in the years to come. Even with generally favorable results, there are still areas which would benefit from greater focus.

## STRATEGIC GOALS

We call TBH-BE "Our House, Your Home," and this continues to ring true. As such, we can view "Our house" in the four major areas through which we operate. In the spirit of improvement, we have outlined our strategic goals for the next 3-5 years; these goals are detailed below and are classified in the following four categories:



### Beit Midrash/Education

Building off the success of our schools



### Beit Tefillah/Prayer

Revitalizing prayer services



### Beit Kneset/Community

Strengthening connections to underserved groups



### Bayit/House

Professionalizing and improving user experience

We have already proposed, and the Board of Directors has already granted approval, to move forward with the hiring of an additional clergy - a recommendation resulting from the Strategic Planning Process. Additional clergy support will enable the synagogue to meet the growing needs of the congregation and continue to meet current levels of satisfaction with the shul. Due to the timing of the hiring process, this search process is already well underway.

It is important to note that the strategic goals highlighted here are those in which we hope to make great impact over the next few years; our intent is to continue doing the things that we are already doing well - AND to give focused attention to the key initiatives highlighted below.



### 1. Beit Midrash/Education

- a. Invest in the **Early Childhood Center** and **Religious School** to ensure we wisely build off success. Make sure families, students and teachers have increased rabbinic presence.
- b. Create **oversight boards** of experts and stakeholders to help grow and govern.
- c. Evaluate adult education programming initiatives and act accordingly.



### 2. Beit Tefillah/Prayer

- a. Revitalize the **Friday service** in both style and attendance.
- b. Explore the options for participation in **Saturday morning services** and the number and kinds of services offered.
- c. Push in both publicity and system for a robust **daily minyan** for one full year, then evaluate progress and explore options.
- d. Engage a small group to begin **High Holiday** review and innovation.



### 3. Beit Kneset/Community

- a. Provide greater offerings for specific demographic groups:
  - i. **Middlescence.\*\***
  - ii. **20s & 30s** (both those who live locally and the adult children of members).
- b. Create space and systems so that we can continue to be a **caring community** with lay and clergy presence in people's lives.



### 4. Bayit/House

- a. Improve user experience digitally and physically.
- b. Evaluate and consolidate **lay committees**, and strengthen our systems to recruit, nominate, orient, and mentor Board, Staff, and Volunteers.
- c. Professionalize **administrative processes** such as human resources and individual department budgets and prepare succession plans for key staff.
- d. Assess our dues structure and **enhance our fundraising strategies**, with a goal of increasing the number of patrons and soliciting legacy gifts.
- e. Form committee(s) to conduct an overall **space needs** and facilities assessment, for considerations of programming, communal function, and environmental sustainability.

\* Competitive Analysis included the following institutions: Local: Adath Israel, Aish Chaim, Beth Am Israel, Germantown Jewish Center, Har Zion, Kaiserman JCC, Main Line Chabad, Main Line Reform; Non-local: Ohr Kodesh (Silver Spring, MD), Temple Agudath Israel (Caldwell, NJ), Temple Emanuel (Newton, MA), Temple Israel Center (White Plains, NY).

\*\*Middlescence is a term commonly used to represent the period of life from approximately 40ish to 60ish where individuals tend to experience a significant amount of life changes, including shifts in responsibilities, greater flexibility of time, and priorities.

## MISSION

Temple Beth Hillel-Beth El is a warm and friendly, egalitarian Conservative synagogue devoted to enriching our members' lives. We enable our members to achieve their own Jewish identities through innovative and traditional worship experiences, lifelong learning, fulfillment of Mitzvot and community involvement. As a vibrant, multigenerational congregation, we serve and support each member in a caring, respectful, and collaborative manner.

## VALUES

We value Torah and Learning. We are a community of learners seeking to understand what it means to be Jewish and how to live a meaningful life rooted in Torah and Jewish tradition. We believe in having a variety of learning opportunities for people of all ages, stages, backgrounds, and availability. We seek to live our communal life according to *halacha* (Jewish law) and connected to Jewish tradition and culture, and welcome individuals at all stages of their Jewish journey.

We value *Tefillah* (daily prayers) in all its forms. We value the traditional form of Jewish prayer observed according to the standards of the Conservative movement. We also value each individual's ability and need to connect with our Creator and work towards spiritual growth in ways that are meaningful and comfortable for them.

We value being a community of *Chesed* (compassion). We believe in being a welcoming place of pastoral care, spirituality, and spiritual and mental health. We value the diversity of our community, inclusive approach, and intergenerational engagement.

We value active participation in broader community relationships and advocacy. Our synagogue should be involved in the wider community to build bridges with other faiths, support the State of Israel, and care for the world in which we live.

We value the best practices of participatory Governance and effective Leadership. We want our lay leaders to bring their wisdom, work, and wealth to bear on stewarding the synagogue, creating thoughtful ways for individuals to volunteer and for each member to make a personal contribution investment in the continuity and management of the community.

We value sustainability and want our community to be thriving economically while conserving natural resources and minimizing cost to our environment. We care about the future.

## VISION FOR OUR FUTURE

The next few years are going to feel chaotic in the world outside of our synagogue and people will need a place where they feel they belong, that is both stable and inspiring. We need to better our synagogue without losing what makes us special. We can be *heimish* (cozy) and also professional, comfy and clean. A place that pushes its members to be better and also feels like home. A place where everyone feels seen and accepted. A place for singers and scholars, and a place for those who pray three times a day and three times a year. A place that inspires lives of Jewish meaning, where important issues are discussed, but also where individuals can access the sacred timelessness of our tradition and be recharged spiritually. For this moment, we need to continue to be a synagogue of Comfort, Community and Conscience. Yet, we need to innovate so that we stay relevant, fresh and forward thinking. We will stay true to and build off of the traditions of Judaism as a whole, and to the traditions of this synagogue in particular.

We are growing, and if demographic and sociological trends continue, we will likely continue to grow. For the next 3-5 years the watchwords of our synagogue should be intentional growth. *We should focus on in-reach: to ensure that we provide outstanding educational opportunities for lifelong learning - for our youngest children through to our adult learners; to inspire our members to live a fulfilling Jewish life through worship, ritual and practice; to ensure that all our members are cared for, their involvement is increased and that we offer relevant content our members expect; and to maintain the high level of user-experience and safeguard the long-term financial and systematic health of the institution.*



### What has connected you to TBH-BE?

"Mostly the people, also being in the musical. We got to know people through the musical and created friendships that have lasted."

- Robin Levenston Kudisch | Member 1 1/2 years



## STRATEGIC PLANNING PROCESS

Strategic planning is a systematic, formally documented process for deciding the key decisions that an organization must get right in order to thrive over the next 3-5 years. Temple Beth Hillel-Beth El kicked off this process in January 2023 to identify impactful next steps for TBH-BE and the final report will be delivered to the Board in March 2024.

- Conducting a competitive analysis and an environmental scan
- Assessing the wants and needs of the community through surveys and focus groups
- Reviewing and creating mission, values and vision statements
- Developing strategies that best balance congregational goals and capacity
- Producing a final report and recommendations for presentation to the Board of Directors

## DATA GATHERING ACTIVITIES

### Competitive Analysis

We conducted a local synagogue landscape review in addition to a few other synagogues around the country with a comparable demographic profile. This gave us a broad sense of other synagogue positionings and programs, the congregants they serve, and helped us better understand potential untapped opportunities for growth.

Competitive Analysis included the following institutions:

Local: Adath Israel on the Main Line, Aish Chaim, Congregation Beth Am Israel, Germantown Jewish Center, Har Zion Temple, Kaiserman JCC, Main Line Chabad, Main Line Reform Temple

Non-local: Ohr Kodesh (Silver Spring, MD), Temple Agudath Israel (Caldwell, NJ), Temple Emanuel (Newton, MA), Temple Israel Center (White Plains, NY)

### Environmental Scan

An environmental scan was done to analyze the trends and forces that might affect the synagogue in the future. We focused on political, economic, demographic, philanthropic, and Jewish community trends.

### Political Trends

There are many in our community who actively want to deal with politics and feel inspired, and some that actively want us to avoid politics, especially from the bimah (the clergy's pulpit). This presents a balancing act for synagogue staff and volunteers in creating programming and policies. There is an opportunity to foster and promote civil dialogue, and there is the need to be responsive to antisemitism. We need to be aware of active political conversations which might directly impact our congregants. A Jewish Governor in the state of Pennsylvania presents opportunities and potential challenges in our society which often has heightened emotions around politics. There is the need to foster alliances.

### Economic Trends

We believe that Wynnwood in general and Penn Wynne in particular, both being a very hot residential destination, will continue to supply a rich quantity of potential members for the shul. The lesson is to recognize our market and what it consists of, cater to it, ensure strong outreach within up to a 10 mile radius, and continue marketing our strengths to the community.

### Demographic Trends

The populations of Lower Merion and Montgomery County are growing. This trend is likely to continue given development of potentially 2,467 multi-family units in Lower Merion/Narberth. As a community we should prepare for the possibility of continued membership growth. However, it is not clear what this demographic change means for the size of the future Jewish population of Montgomery County.

Nationally, religious affiliation and religious institution affiliation is declining. The Jewish population of the US remains ~2%. There is data suggesting an increase in PA Jewish population 2019 to 2020. Given the trend of fewer Americans affiliating with religious institutions, we should consider more activities outside of the building to "meet people where they are."

There is a slight increase in the diversity of Montgomery County in the last decade with the largest growth in the Asian population, though the county remains 74% white. TBH-BE should consider additional interfaith programming.

The 65+ population in our community is growing as evidenced by both the census data and TBH-BE membership data. We should take extra care in review of the needs for this segment of the population, with consideration as to whether there are any additional programs or services we can or should offer to meet the needs of and fully engage 65+ members of our community.

## Philanthropic Trends

Temple Beth Hillel-Beth El should consider leveraging new digital fundraising platforms and using such a platform for targeted campaigns around specific programs or causes. Operations might also educate about donor advised funds, and in addition, consider emphasizing impact and transparency to attract donors who seek measurable results. Using storytelling and impact narratives might appeal to younger donors to respond and help them connect emotionally with causes they support and understand how their contributions make a difference. The synagogue should ensure that younger generations are represented on our board and that the board reflects the diversity of the Jewish community as a diverse funding base; together with operations, they might discover new approaches to fundraising from members in younger generations (including letting them give to targeted areas). TBH-BE might explore getting individuals involved in peer-to-peer fundraising.

## Jewish Communal Trends

With a general decline in interest in the “traditional Conservative synagogue service,” Temple Beth Hillel-Beth El has the opportunity to offer multiple types of prayer opportunities at multiple times, with a focus on education so people feel comfortable participating.

Though other Conservative synagogues are struggling with institutional engagement and membership, TBH-BE is undergoing a period of membership growth. This puts us in the unique situation to welcome and meet the needs of our new members while making sure we offer a known positive in the lives of our current members, suggesting a need to focus on inreach and encourage synagogue leadership to engage and seek leadership representation from all population segments of our congregants. It is important that we meet the needs of our congregants beyond life-cycle and life-stage events so as to allow everyone to feel included. As such, we should be intentional in our language and the information we share, in addition to how and when we offer programs.

In this post-October 7th world, we are seeing a greater desire by the Jewish community to come together and feel a sense of connection - to one another, to the synagogue, and to the state of Israel. We will continue to monitor this renewed interest in being in community and will seek ways to further grow these connections.

## PRIORITIZATION AND SUMMARY OF DATA

The Strategic Planning Committee conducted an extensive survey of the congregation, reviewed parent and employee engagement survey results, and information collected from focus groups led by the Religious Services Taskforce.

The survey response rate of 362 respondents was significantly higher than the typical single digit percentage in many surveys. There was a full range of respondents in terms of synagogue involvement, religious observance, and tenure at the shul, giving us confidence that the results represented the varying points of views of our congregants.

Congregants shared that we are a strong and caring community today. Nine out of ten congregants expect that they will continue to be a member of TBH-BE in five years. An overwhelming 96% of respondents are satisfied with the shul overall: 54% said they are very satisfied and another 42% are satisfied. Our shul's appeal to a broader community is demonstrated by the recent growth of 100 new member households. The positive survey results around our community are particularly exciting as they highlight the synagogue's success in achieving the previous strategic plan's goal to reinforce TBH-BE as a caring community.

While generally favorable results came out of the survey, any effective institution can always find ways to improve; there are areas which would benefit from greater focus. Temple Beth Hillel-Beth El is doing well, but can do even better.

The congregation priority list (table 1) informed much of the recommendations of the planning committee, both in terms of areas of focus as well as actions needed to appropriately work on these areas. Note that those items listed in the Priority List column on the left were specifically listed on the survey as options for ranking; other areas requiring focus in the strategic plan came from other data inputs.



### What's special about TBH-BE?

“I love Beth Hillel because it feels like I'm at home. I know everyone and they know me, and everyone is always smiling. I especially love the quotes on the wall in the stairwell that I recite every day when I walk to my classroom.”

- Sylvie Menkowitz | Kindergarten, Age 6



Priority List Scale 1 - 4	Not a Priority	Low Priority	Moderate Priority	High Priority	Total	Weighted Average
Focus on the synagogue's long-term financial health/viability	3.49%	9.01%	41.57%	45.93%	344	3.3
Improve our "end-to-end" congregant user experience	6.43%	15.79%	38.30%	39.47%	342	3.11
Focus more on Tikkun Olam through volunteer opportunities and social action	11.73%	26.39%	43.70%	18.18%	341	2.68
Focus more attention on antisemitism	14.84%	27.30%	39.76%	18.10%	337	2.61
Improve our facilities e.g., prayer spaces, event spaces, etc.	15.00%	30.59%	34.41%	20.00%	340	2.59
Engage in more community outreach e.g., broader Jewish community, Philadelphia community, other faith groups, etc.	13.13%	31.64%	41.19%	14.03%	335	2.56
Offer more support services e.g., babysitting, transportation services, etc.	14.63%	30.75%	41.49%	13.13%	335	2.53
Focus more attention on our relationship with Israel	13.69%	36.01%	35.71%	14.58%	336	2.51
Emphasize programming and rituals done outside of the synagogue	17.37%	35.93%	35.63%	11.08%	334	2.4
Modify our High Holiday religious services	21.41%	36.07%	29.91%	12.61%	341	2.34
Add more interfaith programming	25.67%	33.13%	30.15%	11.04%	335	2.27
Add more LGBTQIA+ programming	25.15%	33.33%	32.12%	9.39%	330	2.26
Revise our dues structure	19.76%	46.50%	26.14%	7.60%	329	2.22
Change our website content or capabilities	22.85%	44.21%	23.44%	9.50%	337	2.2
Add staff e.g., clergy, administrative staff, etc.	29.61%	39.27%	22.96%	8.16%	331	2.1
Change our methods of communications e.g., emails, bulletins, calendars, etc.	35.22%	45.67%	13.43%	5.67%	335	1.9

The two priorities most frequently selected were that of long-term financial health and stability (planning for the synagogue's future) and improving the “end-to-end” user experience (this includes all interactions between the user and the synagogue throughout the experience, which also can be referred to as the “customer experience”). There are still some concerns with the synagogue's facilities, though surprisingly, this was identified as a lower priority than other synagogue needs.

Other synagogue offerings and programs were reviewed in other parts of the survey. Religious services and educational programs, rated at satisfaction levels of 79.6% and 73.6% respectively, are among the offerings that received the lowest (albeit still relatively high) ratings.

When congregants were specifically asked whether or not there was a need for additional staff, this was ranked as a lower priority, however, a call for additional clergy was mentioned frequently as an emerging need. Dozens of open-ended comments shared a common concern for clergy burnout and requests for more pastoral care, and a growing congregation increases the support necessary to maintain current satisfaction levels. In our research we found that the majority of peer synagogues of a comparable size have additional clergy, and until now, we have been growing as a congregation but have not been growing our staff. While we acknowledge that there are more synagogue needs that exist than we are able to financially provide for at this moment in time, hiring additional clergy bubbles up as a potential solution to address many of our greatest challenges and future priorities. Hiring additional clergy will enable us to better support the ECC and Religious School, enhance our adult education program as appropriate, support our Friday Night Experience and Daily minyan, better serve demographic areas such as Middlescence and 20s/30s (both of which are currently underserved), and improve our caring systems.

### **Religious Services Task Force Input**

The Religious Services Task Force, chaired by Adam Ehrlich, consisted of the following members: Perry Dane, Brian Hoffman, Allan Horowitz, Susan Lankin-Watts, Rahel Lerner, Ellen Moscow, Sara Solow, Rabbi Ethan Witkovsky (ex-officio), Hazzan Eugene Rosner (ex-officio), and Barb Bookman (ex-officio). The committee membership of the Religious Services Task Force included TBH-BE members with varying levels of observance and varying levels of participation in Shabbat services. In addition to the opinions of the committee members, the task force conducted 5 town hall meetings in April 2023 (some in person and some virtual) to allow synagogue members to voice their opinions. Lastly, the committee solicited comments via email and a shared Google form.

Surveys from the strategic planning committee included questions about the state of religious services at TBH-BE and were shared with members of this committee. The Religious Service Task Force also considered comments from over 100 synagogue members present in person at one of the town hall meetings and approximately 30 synagogue members who shared opinions via email.

Overall, the community seems pleased with the state of Shabbat services. Overwhelming majorities of members agree/strongly agree that Shabbat services are a positive and spiritually fulfilling experience. That said, there were many suggestions and ideas about how to improve spirituality, engagement, and the overall experience. In many circumstances, these suggestions were at odds with one another; for example, some suggested trying new tunes and melodies during services while others wanted “tunes they grew up with”.



### **What keeps you involved at TBH-BE?**

“My religious commitments, and our incredible and essential circle of friendships.”

- Sander White | Member since 1973

Below are a summary of Task Force recommendations divided between Friday night services and Saturday morning services:

### ***Friday night services***

- Goal to increase number of participants
- Consider new and engaging music perhaps including instruments when possible before Shabbat begins
- Consider better coordination between Friday night service leaders and ECC or Religious School classes when there is a school event to include the students and parents in the service more
- Consider food/nosh prior to services
- Consider different “themes” to bring different constituencies. Examples may include Carlebach or Ramah-style services, after services potluck, after services lecture or speaker, after services children’s event or programming
- Consider more strongly encouraging the family of a Bar/Bat Mitzvah to come with friends and family

### ***Saturday morning services***

- Continue the enhanced Kiddushim after services
- Consider pre-services Torah study or other learning opportunities
- Consider trying an occasional new tune or melody to a traditional prayer. Perhaps send this out in the weekly email to teach the congregation in advance or spend a few minutes teaching it during services
- Consider a “Services 101” class to teach synagogue members about the basics of the prayers, service flow, “how to do an Aliyah” or other honors
- Consider a buddy system to pair liturgically fluent members with beginners
- Consider strategic placement of members who know the tunes around the sanctuary
- Consider enhancements to the sanctuary to allow for better acoustics
- Consider ways to get parents of Religious School children to remain at services during Shabbat school
- Consider reminders or efforts to respect the sanctity of Shabbat (no cell phones, proper decorum, etc)
- Consider engaging members in leading services throughout the year. Perhaps run a learners’ minyan to teach those interested in learning how to lead
- Consider including children in the service more. An easy option may be at Adon Olam or Kiddush



#### **What has connected you to TBH-BE?**

“Synagogue life and my connection to Judaism is important to me. TBH-BE is a very special place full of very special people, and we are fortunate to have made many close friends here.”

**- Barb Bookman | Member since 1983**

## STRATEGIC GOALS

In keeping with Temple Beth Hillel-Beth El's current tagline "Our house, your home," which continues to appropriately reflect how our congregants view the role of our synagogue in their lives, the strategic plan is prioritizing efforts to make "our house" even stronger. As such, we can view "our house" of TBH-BE in the four major areas through which we operate.



### **Beit Midrash/Education**

Building off the success of our schools



### **Beit Tefillah/Prayer**

Revitalizing prayer services



### **Beit Kneset/Community**

Strengthening connections to underserved groups



### **Bayit/House**

Professionalizing and improving user experience

In greater detail:

### **Beit Midrash/Education**

It is important that we invest in the Early Childhood Center (ECC) and Religious School to ensure we wisely build off success to date and to make sure families, students and teachers have increased rabbinic presence. With a changing landscape, each of these programs has some important issues to address moving forward. The ECC is faced with increased regulatory issues and staffing shortages. With significant growth in the Religious School, there is a greater need for increased rabbinic presence to support both the students and their families.

The start of this past academic year brought a rollout of a more robust schedule of year-long learning for Adult Education in response to congregant requests. It will be necessary to evaluate these adult education programming initiatives and act accordingly, to assess what worked, what should continue, etc.

### **Beit Tefillah/Prayer**

With significant input from both the community survey and the Religious Services Task Force, we will be focusing our efforts around a number of initiatives. The synagogue will look to revitalize the Friday night service in both style and attendance. We will explore ways to consider adding more music to the service, greater participation by congregants, and look at ways to expand the number of people in attendance.

Saturday morning services, while already receiving good feedback, offer us an opportunity to explore options for participation and the number of kinds of services offered. We already offer a full schedule of service options, but it is important to evaluate whether these are the correct ones moving forward to best meet the needs of our congregation.

Daily minyan participation since the Covid-19 pandemic has shifted significantly, with many congregants continuing to opt for a virtual option. While we will continue to offer a virtual option for those for whom this is a necessary or preferred option, we also recognize the beauty and hear requests for the comfort of gathering in-person for daily minyan, especially for those reciting the Mourner's Kaddish. We will push in both publicity and system for a robust daily minyan for one full year (with the virtual option still offered) and will then evaluate progress on bringing more people together for in-person minyan. Depending upon success over the course of this year, we will then explore options for moving forward.

We will also engage a small group to begin meeting to consider a review of High Holiday services offered and potential innovation around our offerings.

## Beit Knesset/Community

Temple Beth Hillel-Beth El will seek to continue to offer programming to meet the diverse needs and demographic groups of its congregants. The synagogue will look to provide greater offerings for two specific demographic groups. One such group of individuals as those who fit into a group we are calling Middlescence (a term commonly used to represent the period of life from approximately 40ish to 60ish where individuals tend to experience a significant amount of life changes, including shifts in responsibilities, greater flexibility of time, and priorities). These individuals tend to have more disposable income, time, and a greater ability to participate in programming. In addition, we are looking to offer programming and/or make connections within the broader Philadelphia Jewish community for young professionals in their 20s and 30s, both for those who live locally and for those who are the adult children of members (an extension of current members), in keeping with the concept of L'Dor v'Dor (from generation to generation).

We are also looking to further enhance a signature feature of who we are as a synagogue - a caring community. We will look to continue to create space and systems so that TBH-BE can continue to be a caring community with lay and clergy presence in people's lives - in the services we offer and in the care we deliver. At Temple Beth Hillel-Beth El, we show up for one another.

## Bayit/House

There are a number of different efforts being recommended for attention that fall under this category. It is worth noting that one area that was identified as needing attention, our website, has already been addressed and updated.

We recommend improving the overall user experience, both digitally (online) and physically (when someone walks in the door). We hope to offer congregants a seamless and satisfactory experience with every synagogue interaction and transaction.

As with every synagogue, Temple Beth Hillel-Beth El has a multitude of committees; this is important for the synagogue to effectively function and engage congregants. With that being said, we look to evaluate and consolidate lay committees - it is important that we make sure they are all critical, functioning well, and achieving their purpose. We also look to strengthen our systems to recruit, nominate, orient, and mentor Board, Staff, and Volunteers.

It is important to professionalize administrative processes such as human resources and individual department budgets (such as evaluations and purchasing). It is also necessary to prepare succession plans for key staff, so that when such a time comes that they are ready to move on from our synagogue, we will be prepared to move forward and replace them with a smooth transition.

We look to assess our current dues structure, which has been in place for a number of years now. It is important to explore what other innovative models synagogues are using, and consider whether ours continues to be the most appropriate model. In addition, it is necessary to enhance our fundraising strategies, with a goal of increasing the existing number of patrons and soliciting legacy gifts.

Finally, as mentioned earlier, we know that some of our facilities need updating. We look to form committee(s) to conduct an overall space needs and facilities assessment, for considerations of programming, communal function, and environmental sustainability. Ultimately, this will allow us to prioritize those repairs and facility enhancements that need to be addressed, and appropriately raise money to meet these needs.



### What has connected you to TBH-BE?

"The community. We felt connected from day one. People have welcomed us with open arms. We love all the kids programming, and our kids love Tot Shabbat."

- Eric Glickman | Member for 1 1/2 years



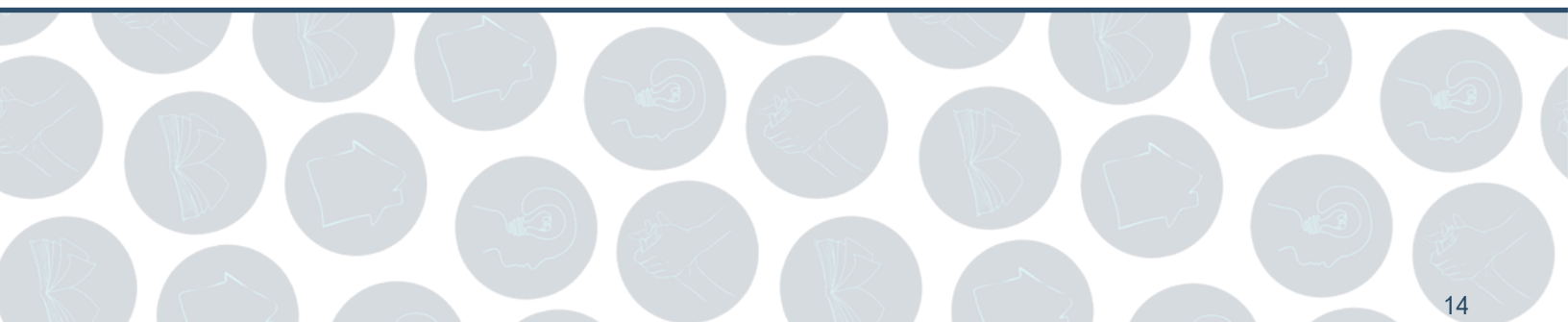


## IMPLEMENTATION

This strategic plan charts a course for TBH-BE's officers, clergy, staff, members and volunteers to follow in order to successfully actualize our mission, vision, and values over the next 3-5 years. Implementing the strategic plan has several key steps:

1. Temple Beth Hillel-Beth El Board of Directors approves this plan.
2. An implementation task force chair is appointed by the TBH-BE President. The chair will be responsible for appointing four individuals to form the committee along with the Executive Director. Each committee member will have the responsibility of overseeing the implementation of one of the four strategic goals. The committee will work with synagogue leadership and staff to ensure that the strategic plan is consistently being reviewed and used as the synagogue operates over the next three years. The committee chair and members will be required to regularly report back to the Board of Directors.
3. The Implementation task force will review the full action timeline and review who is responsible for each action item and create an estimated budget.

Beit Midrash/Education	Beit Tefillah/Prayer	Beit Knesset/Community	Bayit/House
2024 QUARTER 1			
Consider embedding education about Israel throughout TBH-BE educational offerings	Push in both publicity and system for a robust daily minyan for one full year, then evaluate progress and explore options		Evaluate and update the bylaws as necessary
			Assign a board member to work with Engagement team to develop systems for engaging and tracking members
			Work with Grinspoon Foundation to solicit legacy gifts
			Hire additional clergy
			Create and review annual Communications Plan



Beit Midrash/Education	Beit Tefillah/Prayer	Beit Knesset/Community	Bayit/House
2024 QUARTER 2			
Create an ECC oversight board of experts and stakeholders to help grow and govern	Increase number of lay leaders to enable expansion of services	Middlescence	Evaluate and consolidate lay committees
Create a Religious School oversight board of experts and stakeholders to help grow and govern			Push for more patrons and move current patrons up the ladder
Evaluate success of new adult education initiatives and respond accordingly			Create a clear organizational chart
			Hold annual volunteer appreciation event
			Communicate and make transparent what you get for your dues
			Revamp website and social media presence. Streamline website to improve user experience in all interfaces; consider matching offering categories to those of strategic plan - Beit Midrash, Beit Tefillah, Beit Knesset, Bayit or by lifecycle

Beit Midrash/Education	Beit Tefillah/Prayer	Beit Kneset/Community	Bayit/House
2024 QUARTER 3			
Build connections between Day School and Religious School families	Engage a small group to begin High Holiday services review and innovation	Build alliances and develop interfaith relationships (to understand others and have them understand us)	Share consolidated volunteer opportunities
	Expand the options of participation in Saturday morning services and the number/kinds of services offered	20s and 30s/young professionals (both those who live locally and the adult children of members)	
	Teach Jewish literacy/introduction to prayer services		

Beit Midrash/Education	Beit Tefillah/Prayer	Beit Kneset/Community	Bayit/House
2024 QUARTER 4			
Make sure ECC families, students, and teachers have increased rabbinic presence	Revitalize the Friday night service in both style and attendance	Create space and systems so that we can continue to be a caring community with lay and clergy presence in people's lives	Strategic analysis of admin and staff roles
Make sure Religious School families, students, and teachers have increased rabbinic presence			



#### What has connected you to TBH-BE?

"Being part of the TBH-BE community has given me the chance to develop incredibly strong friendships with other parents."

- Sarah Fask | Member since 2015

Beit Midrash/Education	Beit Tefillah/Prayer	Beit Knesset/Community	Bayit/House
2025 QUARTER 1			
Explore facilities needs for the ECC			Consider overall role/influence of technology at shul moving forward
			Explore possible strategies to support/train volunteers with less tech experience
Beit Midrash/Education	Beit Tefillah/Prayer	Beit Knesset/Community	Bayit/House
2025 QUARTER 2			
Consider new adult education offerings to include both Jewish literacy and non-Jewish topics			Develop volunteer role descriptions, focus and strengthen volunteer roles
			Do regular HR performance reviews
			Explore whether an existing board committee could take on annual technology assessments, or whether a technology committee should be formed
Beit Midrash/Education	Beit Tefillah/Prayer	Beit Knesset/Community	Bayit/House
2025 QUARTER 3			
		Evaluate which groups are being served well and where we may need to create additional opportunities for religious or non-religious activities	Assess current board member onboarding process and make improvements
		Develop inclusive strategies to engage under-engaged members	Assess whether a change in dues structure might be worthwhile to consider; explore alternative dues models at other synagogues
		Explore conducting secular activities/ community center model, e.g., Broadway shows, playing cards, fencing	Form and utilize marketing committee
Beit Midrash/Education	Beit Tefillah/Prayer	Beit Knesset/Community	Bayit/House
2025 QUARTER 4			
Evaluate LMAHH		Consider Teen Social Programs, e.g., mental health, LGBTQ inclusion	

Beit Midrash/Education	Beit Tefillah/Prayer	Beit Knesset/Community	Bayit/House
2026 QUARTER 1			
		Focus on intergenerational programming e.g Purim and Better Together	Explore alternative fundraising models at other synagogues
			Conduct facilities assessment
			Assess pros and cons of paying for highest level audit

Beit Midrash/Education	Beit Tefillah/Prayer	Beit Knesset/Community	Bayit/House
2026 QUARTER 2			
		Consider renting space (indoor/outdoor) for bringing community together	Review and revise Nominations Process
			Assess our internal fiscal controls
			Devote time and expertise to individual departmental budget audits

Beit Midrash/Education	Beit Tefillah/Prayer	Beit Knesset/Community	Bayit/House
2026 QUARTER 3			
Explore facilities needs for the RS			Review and develop how to share communications/information from the Board
			Plan for longer term updates - Need a taskforce to be evaluating needs and timeline for potential future campaign

Beit Midrash/Education	Beit Tefillah/Prayer	Beit Knesset/Community	Bayit/House
ONGOING			
	Consider how music and musical instruments are infused in religious services		Continue to regularly evaluate - focus on changing needs and introduction of new programs/services