

OUR MISSION



STRATEGIC VISION 2013-2018



To inspire a passionate commitment to Jewish life, learning, community and spiritual growth.

OUR VISION

Temple Beth El of Boca Raton seeks to be a deeply compelling center of Reform Judaism, integrating the wisdom of Torah and tradition with the modern world in which we live. Our congregation will:

- Welcome, involve and inspire all who enter, embracing the unique contributions of every individual.
- Reach out to the larger community to encourage participation in synagogue life.
- Celebrate, grieve, heal and grow together through all seasons of life.
- Strive to be a learned community that questions, studies, and honors the gift of Torah and the covenant with God.
- Engage in inspiring worship and transformative experiences of Jewish spirituality.
- Share a love and responsibility for each other, our community and country, for Israel, and for the future of the Jewish people.

As we look to the future, we reflect upon our past. From a small group of committed pioneers who formed the Boca Raton Hebrew Congregation in 1967, Temple Beth El of Boca Raton has grown to be the largest and most vibrant congregation in our area. We are committed to sustaining our congregation's growth and its importance, creating a vision for the future of Jewish life in the greater Boca Raton community

SUMMARY
OF TEMPLE
BETH EL'S
STRATEGIC
PLAN



Judaism, which served us so well in the past, will serve us equally well in the future. It will promote the cause of truth, the cause of progress, and of the modern spirit.
-Karpeles



STRATEGIC
GOALS
OBJECTIVES
ACTION
STEPS



BEIT T'FILLAH
HOUSE OF PRAYER

Provide each congregant with meaningful clergy involvement in times of celebration and need, uplifting worship, and a place for each individual's spiritual journey.

Clergy Support, Lifecycle Observance, Worship and Ritual

- Continue to meet congregants' high priority for accessible and compassionate clergy to be there and provide support at times of difficulty, illness and the full range of lifecycle events.
- Conduct a clergy "listening tour" with multiple small gatherings in congregants' homes and develop a plan of action for worship, ritual and other means of deepening congregants' spiritual life.
- Continue to hold simultaneous High Holy Day services in the sanctuary at Temple Beth El's Main Campus and at FAU.
- Develop an annual Shabbat calendar designed to engage the greatest number of congregants with Shabbat observances through special focus Shabbatot, traditional TBE Shabbat services, experiments with different times and locations, and pilots of new and innovative approaches.
- Implement quarterly off-site retreats for the full clergy team to assure a regular practice of reflection, study, planning and mutual support as spiritual and organizational leaders.



BEIT MIDRASH HOUSE OF STUDY

Create a wide variety of meaningful educational experiences, both inside and outside the classroom, for all congregants, from young to old.



Lifelong Jewish education

- Grow total annual enrollment in TBE's Early Childhood Center from 125 children in 2013 to 150 – 175 children by 2018
- Achieve growth potential based on the core philosophy of warmth, excellence, community and academic success.
- Maintain tuition at competitive levels based on an annual review of comparable programs and tuition schedules.
- Increase ECC program value by continual review and enhancement of the core curriculum with clear linkages to academic readiness and success in all school environments.
- Obtain a top Gold Seal rating for the ECC as part of the Palm Beach County ECERS Program (Early Childhood Environment Rating Scale).
- Continue an active Early Childhood Committee that gears parent involvement to the needs and interests of the school population and encourages continued engagement with TBE.

Maintain the excellence of Temple Beth El's Religious School for all students from kindergarten through 12th grade.

- Obtain re-accreditation from the National Association of Temple Educators (NATE) for 2013-2020.
- Implement further integration of classroom technology and online learning and community-building.
- Maintain individual Bar or Bat Mitzvahs as highly personalized learning opportunities and deeply meaningful family celebrations.
- Continue to strengthen retention of students in grades 7 – 12 through new educational models, such as Journey through Judaism for 11th – 12th graders and expanding the grade 7 initiative with bi-weekly classes and ways to earn credits through multiple out-of-class options.
- Implement plans for ongoing infusion of music, visual art, drama and other artistic expressions within religious school.



Engage our youth and young adults to foster a lasting commitment to Jewish life and community.

- Expand the overall scope of activities offered for ages Kindergarten – grade 12
- Continue to promote and support participation in URJ summer camping, March of the Living and high school-age Israel study and travel programs.
- Enhance outreach and connection with post-high school age youth and young adults with programs such as clergy visits to students in area colleges and universities, December break events with clergy, sending Chanukah and Passover packages, and promoting congregational travel, Birthright and other Israel experiences.

Provide adult learning opportunities that value intellectual inquiry and expression in both secular and religious aspects of our tradition

- Continue to offer large-scale adult education programs and events for the congregation and greater community, including renowned speakers, film screenings, or special forums focused on Israeli affairs or world events.
- Maintain a robust calendar of core adult education opportunities such as Shabbat morning Torah Study, Introduction to Judaism class, Lunch n' Learn and Jewish Heritage Travel.
- Build a community of adult learners through innovative and expansive educational options such as small and large groups, evening and daytime classes, more intimate settings in homes, greater utilization of the Beck Family Campus and the addition of a TBE Scholars group for in-depth, on-going learning.



BEIT KEHILLA

HOUSE OF COMMUNITY, CONNECTIONS, ISRAEL

Attract congregants and others to participate and deepen connections with TBE, the greater Boca Raton Jewish community, the Reform Movement and Israel.

COMMUNITY CONNECTIONS AND ISRAEL

Enhance connections within the TBE community

- Assess synagogue-wide volunteer opportunities and implement systems to increase and support congregational volunteer engagement.
- Broaden outreach and engagement with young adults in their 20's and 30's
- Engage empty nesters and seniors through targeted programming.

Enhance connections within the greater Boca Raton community.

- Invite the community to participate in programs such as Havdalah in the Courtyard; Havdalah on the Beach; Chanukah Under the Stars; Pet Blessing; Congregational Seder; Sisterhood and Brotherhood events.
- Continue and expand partnerships and community-based programs such as Family Promise of South Palm Beach County, Interfaith Weekend, Shared Care with St. Joan of Arc and Grace Presbyterian Churches, Giving Tree, Boca Helping Hands and The Jacobson Family Food Pantry.
- Continue and deepen ongoing collaborations with local synagogues and Jewish and inter-faith organizations

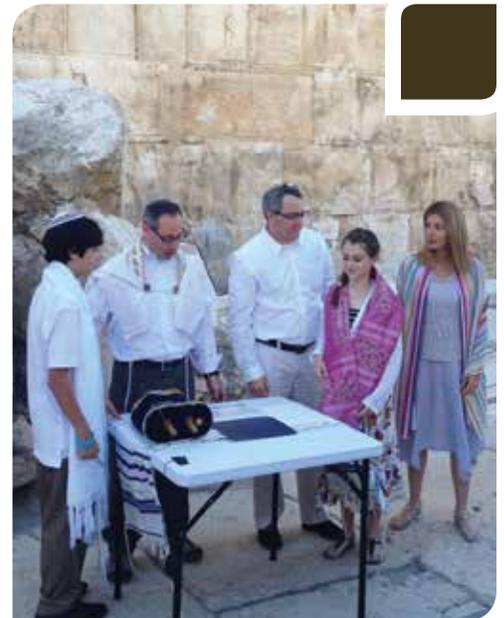
Enhance connections with the Reform movement and with Israel.

- Continue to participate and seek leadership roles in national Jewish bodies including, URJ (Union for Reform Judaism), NFTY (National Federation of Temple Youth), Hebrew Union College and Jewish professional associations.
- Continue to keep Israel in the forefront of congregants' minds and hearts

MEMBERSHIP AND PROGRAMMING

Improve the membership and programming functions at TBE to excel in engaging and retaining members so that they become and remain connected with our Temple Beth El community.

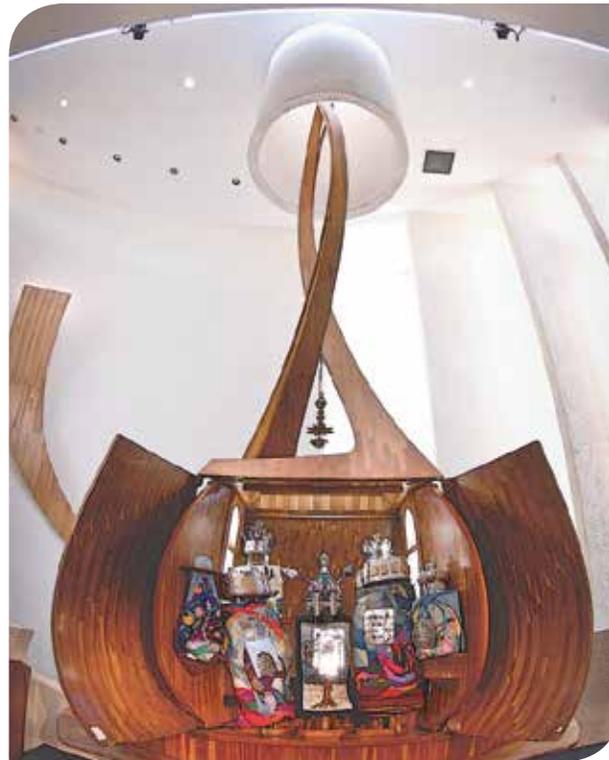
- Implement a robust ongoing member recruitment and retention strategy for continued congregational growth.
- Facilitate contact among congregants.
- Implement an ongoing membership retention program including "touch points" with roles for lay leaders and staff to reach out to new members throughout the life of the membership.
- Convene a Programming Task Force to recommend policy, criteria, and evaluation processes for coordinated synagogue-wide programming inclusive of all departments and auxiliaries.
- Build a master 18-month programming calendar that is updated every six months.
- Implement a programming evaluation process.
- Reflect upon major evaluation findings when planning each full new 18-month programming calendar every January; include staff and lay leaders responsible for programming across all departments and auxiliaries.





CULTURE OF LEADERSHIP AND EFFICIENT GOVERNANCE
Implement new models for broad and sustained engagement of congregants in leadership roles and for the most effective synagogue governance.

- Identify, engage and support congregants who are exploring initial leadership roles at TBE.
- Establish a Leadership Council (approximately 35 members) to provide guidance, ideas and recommendations on TBE policy, strategy and the future direction of the congregation.
- Create a Rabbi's Circle to honor and benefit from the wisdom and perspectives of seasoned TBE members and benefactors.
- Implement a new Governing Board model (15-19 members) for in-depth deliberation and decision-making on TBE policy, strategy and governance oversight. They will set policy, oversee development and implementation of long-range strategic plans, assume fiduciary responsibility and appoint and oversee committees and task forces with designated responsibilities.
- A new Leadership Development Committee will be responsible for identifying, nominating, developing and cultivating future temple leadership.
- There will be 9 standing committees with corresponding Vice Presidents. Each of these will be responsible for creating time-limited task forces to study issues, make recommendations and carry out projects or programs as needed.
 - Finance
 - Development
 - Education
 - Membership/Engagement
 - Facilities/Technology
 - Religious Activities
 - Mausoleum
 - Leadership Development/Governance
 - Social Action
- Review and revise TBE bylaws to reflect desired structural and procedural changes as outlined.



UNITED TWO-CAMPUS SYNAGOGUE

Maximize the use of TBE's two campuses in order to create an integrated and compelling spiritual, educational and programmatic whole for all demographic groups.

- Balance clergy time between the two campuses to allow for consistent opportunities for informal interactions as well as worship, meetings and events.
- Look at all synagogue programs, events, meetings and marketing through a "two-campus" lens to assure that all synagogue positioning, outreach and activities are balanced across the two locations.
- Increase senior staff presence at the BFC through regularly scheduled rotation and a one-synagogue/two-offices approach.
- Hold new-member orientation meetings at the campus most convenient for the new/potential member and make deliberate efforts to introduce new members to the unique aspects of both campuses.
- Experiment in order to find the best balance for worship services between the Main Campus, Beck Family Campus and in other locations in the Greater Boca Raton Area.
- Balance Tot Shabbat locations for the greatest overall engagement and community-building.
- Hold inter-generational Shabbat services, holiday observances, and celebrations at both campuses to find the best balance and assure a deep connection to Temple Beth El.
- Build community across the two campuses through the scheduling of religious school classes, retreats, family programs, youth groups, grade-level Shabbat dinners and services, and holiday gatherings.
- Convene two task forces to address:
 - How the Beck Family Campus can be maximized as a rental facility for congregant and community events.
 - Philosophy and policy regarding the optimum location of life cycle ceremonies and celebrations across the two campuses.



YESODOT FOUNDATIONS

Create facilities and an organization that will thrive for the next generation.

FACILITIES

Ensure that our facilities are always beautifully maintained and that TBE keeps up with cutting edge design and technology in order to create an efficient and inspiring environment.

- Meet the congregation's interests and needs for updated and renovated Main Campus facilities.
- Enhance the congregation's capacity for programming and events at the Beck Family Campus.
- Honor the memory of loved ones in perpetuity by maintaining all facets of the Mausoleum facilities and operations.

FINANCIAL STABILITY

- Employ highly effective development practices to maintain and assure TBE's financial stability, making temple membership accessible and of a high perceived value to all.
- Ensure that Temple Beth El membership and participation is open to all regardless of ability to pay.
- Convene a Task Force to study options and recommend an updated dues model.
- Implement an ongoing effort to educate the congregation about the synagogue's current finances, operating and capital needs and long-range vision for financial sustainability.
- Enhance TBE's development capacity to maximize the synagogue's extensive range of funding vehicles and techniques.
- Continue to operate the Mausoleum as a viable business entity and assure the capacity for perpetual care.
- Convene a Capital Campaign Exploratory Task Force to complete a feasibility study and recommend a campaign plan including goals and priorities to meet TBE's facilities vision, assure sufficient scholarship resource, retire debt



and build the congregation's sustaining endowment.

ORGANIZATIONAL EXCELLENCE

- Meet a high standard for customer service to our members and all operational systems, from maintenance to staffing to marketing to technology and beyond.
- Foster a teamwork-based, service-oriented culture in which excellence is supported by professional development and training, open communications, state-of-the-art tools and technology and competitive compensation.
- Develop a new brand look and feel based on the synagogue's mission and vision that integrates the overall "family of brands," including the ECC and Mausoleum
- Implement synagogue-wide marketing and communications plans that support strategic plan objectives and for ongoing programs and events.
- Implement ongoing synagogue-wide technology training and support to maximize the benefits of technology for TBE's communications and data management needs.
- Conduct regular reviews of all TBE risk and disaster management policies, procedures and insurances. Assure up-to-date systems for handling emergencies, congregation-wide communications, data backup and records storage.

FULFILLING THE PROMISE

In 2005, our congregation embarked upon a plan to create a new future for Temple Beth El. The *Building Tomorrow Today* capital campaign enabled us to build our beloved Beck Family Campus in West Boca, embracing the growth of the Jewish community to the west and north. Unfortunately, because of the severe recession that affected so many of us at that time, we were unable to complete all of the planned enhancements, particularly those at the Main Campus.

Today, guided by our new Strategic Plan, and a renewed vision for our future, we must decide how best to complete our vision and fulfill the promises we made during *Building Tomorrow Today*.

The first step in this process is to undertake a feasibility study, and for this purpose we have engaged the services of J.S. Friedman, Inc., a well known fundraising firm with over 40 years of experience working with synagogues across the country. From September through November 2013, Mr. Friedman's company will be interviewing approximately 70 families in the congregation, representing a cross-section of our TBE family. The feasibility study will conclude at the end of November with a full report to the Board of Trustees prior to Chanukah.

We look forward to sharing the results of the feasibility study with the entire congregation by January, 2014.