

Temple De Hirsch Sinai

Long Range Strategic Plan 2015-2030

Purpose

Jewish life, especially synagogue life, is changing at a rapid pace: rates of affiliation, philanthropic giving and participation in Jewish education are declining across the United States, challenging the very notion of what it means to be Jewish and a Jewish institution in the 21st century. Seattle is at the forefront of declining affiliation with organized religions; an increasing number of born Jews choose "none" in surveys of religious affiliation. At the same time, Seattle is the fastest-growing urban area in the United States. A recent demographic study commissioned by the Jewish Federation of Greater Seattle revealed enormous growth in Seattle's Jewish community in the past 15 years (40% increase). In this atmosphere of growth coupled with diminishing affiliation rates, the need is critical to foster engagement – a sense of belonging, investment and commitment that transcends the episodic needs of the lifecycle.

For more than 100 years, Temple has been a leader of Reform Judaism both locally and nationally: to maintain its leadership position, Temple must adapt to these changed and changing circumstances. Creating a blueprint and action plan for that adaptation to guide Temple for the next 15 years is the purpose of this undertaking. Clergy, lay leadership and staff have collaborated on this process, with a diverse group delving into our six areas of focus: worship, education, membership, facilities, social justice/*tikkun olam* and finance.

Participation in the planning process went far beyond the core group. Board president Jeff Teper discussed the plan in his High Holy Day address and invited all to participate. We distributed more than 1,200 copies of a synopsis at High Holy Day services and made the complete draft available upon request. Board members and staff held two "town hall" meetings to solicit congregational input. A rabbinic retreat focused on both short- and long-term strategic issues. Input elicited from all these sources was taken into account to finalize the plan and helped inform the work at a day-long board retreat to create an action plan based upon the strategic plan.

Our crafting of this blueprint has been guided by Temple's vision, mission and values, which together honor our treasured past while enabling us to envision a future that responds to the evolving needs of our community as it exists today – and as it will exist tomorrow. Our vision recognizes the leadership role Temple plays and our fundamental goal to enrich lives:

Temple De Hirsch Sinai leads the community in Reform Jewish thought and practice, enriching the lives of our members and our community as we explore our Jewish possibilities together.

We identified critical challenges at the beginning of the planning process; these challenges gave structure to our strategic explorations. For the board retreat and action plan, we identified four “big questions” upon which our success will hinge:

- Membership/dues model
- Outreach (concierge approach/engagement; this includes education, social action and worship)
- Finance (monetizing real estate assets; ensuring operational support; creating a viable endowment)
- Facilities (assessing real estate, including needed facilities repairs; re-envisioning our Seattle campus to meet present needs; ensuring vibrant preschool communities on both campuses)

Some of the emerging solutions are, of necessity, short-term; others will unfold on a longer timeline. Having a long-term perspective from which to approach all of these questions is critical, whether the issue involves the mix of programs, dues structure or investments in our facilities, so that we may make changes today that will lay the foundation for future initiatives.

By their nature, some of these questions lend themselves to concrete recommendations and actions. Other challenges are more complex; for those challenges, this document creates a roadmap for further exploration.

For all of our recommendations, we view this as a living document, subject to revision and re-thinking. There are many external variables for which we will need to adjust the plan on an ongoing basis.

Execution of this strategic plan is no less critical than the plan itself. For that reason, our board retreat focused on creating an action plan. We will review progress on the action plan and the strategic plan itself at least annually at the board level, so that we may identify trends and incorporate what we have learned into the plan as we move forward.

It is our goal that this document serve as a blueprint for action, continued leadership and strength into the future, guided by our mission:

Temple De Hirsch Sinai serves a large, diverse, multi-campus Reform Jewish congregation in the greater Seattle area and provides leadership in promoting Jewish ethical and moral concepts. We uphold the traditional values of our historic congregation, and strive to create a progressive and contemporary Jewish environment providing worship, education, lifecycle events, community building, and community service opportunities to all our members.

Call to Action

Our strategic explorations have been guided by six pillars: worship, education, social justice/*tikkun olam*, membership, facilities and finance. Progress must be made in all of these areas to sustain and grow our congregation. Worship, education and social justice/*tikkun olam* are the primary responsibility of our rabbinic and administrative leadership – guided by the overarching vision set by the board. To add flesh to the bones of our strategic plan – to finalize and execute upon it – the board’s work must focus on the other three pillars:

- Membership
- Facilities
- Finance

These three are inextricably intertwined. Temple is defined by its members and exists to serve the diverse needs of those members. Temple’s facilities must enhance relationship-building among and with our congregants; our finances must support those facilities and the necessary infrastructure of staff and other resources. In both the short and long terms, it will be critical to determine the timing of facilities upgrades so that Temple can better fulfill its mission which, in turn, requires financial planning and strong funding through annual contributions and dues.

All of these issues are addressed in the action plan. Regular reporting on progress will be essential to monitor progress and adjust our plans to meet changing circumstances.

Introduction

The foundation of our plan is based upon Rabbi Weiner’s *Response and Renaissance; A Vision for Temple’s Future*, written during his sabbatical in summer 2013 (see Appendix for full document). To summarize:

- American Jews are the most secure, prosperous and accepted minority in Jewish history. This is both a blessing and a curse. With American Jews no longer focused on the concerns of continuity and survival, Jewish institutions of the 21st century must evolve to meet the needs of *covenantal Jews* (those who value spiritual legacy and universal priorities over group solidarity and ethnic loyalty). Additionally, many Jews of the baby-boom generation regard their affiliation with the Jewish community as *episodic*. They view the synagogue through the familiar lens of the larger society’s consumer driven/fee-for-service model, a resource accessed periodically but with little ongoing utility or value.

We in Seattle exhibit more of the trends emerging nationally than other regions. In fact, the dramatic changes began in the “spiritual but not religious/*None Zone*” of the Pacific Northwest. As such we have an opportunity to explore and address these challenges, again being at the forefront of an important religious evolution. There are as many solutions as there are people/groups offering options. Many concur that we must:

- Bridge the tribal/covenantal divide, especially among young adults and adolescents, demonstrating to them through *ethical ethnicity* how timeless and transcendent Jewish values address the most compelling concerns of our times.
- Foster a sense of Jewish authenticity through:
 - Challenging, accessible education
 - Inspiring worship
 - Courageous pursuit of social justice and *tikkun olam*
 - Shift from a focus on member units to an “ownership” ideal inspired by DIY (do-it-yourself) Jewish journeys
 - Programs as a means to forge community
 - Development as a means to realize articulated vision
 - Facilitating individual journeys, and
 - Facilitating strong and enduring relationships among congregants with physical spaces that facilitate those relationships.
- Collaborate between communal organizations to effectively serve the diverse needs of the community, with innovative and entrepreneurial approaches.
- Embrace creativity, risk-taking and experimentation with a willingness to fail toward cultivating new approaches.
- Realize that the status quo is untenable.

We were fortunate to have access to the results of Federation’s demographic study as we were finalizing this plan. In addition to the large growth in the Jewish community, the study highlighted the Seattle Jewish community’s unusual educational profile. Seattle’s Jews as a group have much greater educational attainment than the national average, even among Jews. This strong value on education and intellectual pursuits informs our planning. The life of the mind is clearly both a point of departure and an entre into Jewish life for Seattle’s community. This fact highlights the need to broaden, deepen, enrich and expand upon our adult education offerings, which is a cornerstone of our educational planning.

Plan Overview

Given the opportunities outlined above, our strategic plan focuses on six key pillars which are an extension of our current five year plan (2011-2015). They are Worship, Education, Membership, Facilities, Finance and, newly added to this plan, Social Justice/*Tikkun Olam*. The latter has been added in recognition of the deep and enduring value of *tikkun olam* within Reform Judaism as well as its centrality for many in the Pacific Northwest. Naturally, these pillars exist not in isolation but rather in concert; for that reason, our action plan recognizes the need to integrate our approaches to these critical areas.

WORSHIP

Introduction

Long having been the basic foundation of Jewish practice, the traditional worship service has become less of an emphasis for today's American Jews. There are many competing pressures for our time as families and individuals. The status quo will not keep people coming to services. Going beyond where we have been inside the synagogue, both figuratively and literally, will be the key to maintaining the worship connection.

Situation Analysis

Temple has enjoyed a renaissance in our worship experiences over the past 10+ years. Under Rabbi Weiner's leadership we have incorporated traditional practices with new and innovative presentations. This hybrid worship has increased attendance at evening Shabbat services. We've also innovated and expanded *b'nai mitzvah* participation in services Shabbat morning and *Havdalah*. With this welcome expansion, some congregants have perceived barriers to participating in services when *b'nai mitzvah* family and friends constitute the large majority of attendees.

Recommendations and Actions:

Continue our innovative approach to hybrid worship experiences, leveraging the demands of dual sanctuaries to provide both a more formal and informal style, with a vision toward blending styles within services. We have an opportunity to increase our reach – to embrace more individuals from within our community as well as from outside the Temple community -- by incorporating the best in technology's ability to bridge space and time on one end of the spectrum and by facilitating alternative in-person gatherings at the other.

To increase our members' connection to community and Judaism through worship services, we will:

- Create a culture of welcoming at our services and other events, facilitating the creation of strong interpersonal relationships among congregants as well as within Temple.
- Reach people where they are by facilitating small group gatherings.
- Expand congregants' points of connection outside of services.
- Leverage technology.
- Lower the barriers for community involvement/participation in *b'nai mitzvah* services
- Reimagine our Seattle campus so that our spaces are conducive to the worship experiences we offer and plan to offer.

EDUCATION

Introduction

High-quality education programs are crucial to attracting new members to Reform congregations as well as for retaining and engaging existing members. Temple provides early childhood programs, including birth to 2 years old programs, preschool, Pre-K through 12th grade Religion School, and a variety of adult education programs in both Seattle and Bellevue. Temple has physical libraries on both campuses.

Situation Analysis

The overall state of Temple's education programs from birth through high school is strong. Temple does a good job attracting new members with school-age children, and has had some success attracting families with preschool children. Retaining families' engagement as their children age out of school and youth group is a current focus for Adult Education programming. Increasing the number, variety and sophistication of adult educational offerings, and integrating them thematically rather than offering a series of “one off” programs, has been identified as a significant opportunity.

- JRM Preschool enrollment has been declining slightly in recent years and primarily serves the eastside Jewish community. We have no westside preschool.
- KIDdish Club, established two years ago to engage urban Seattle Jewish families through low barrier education programming, is beginning to gain momentum but will need ongoing investment long-term to ensure its success.
- The Religion School has gone through a significant overhaul over the last several years and is currently very robust, with continued strong interest from families; energy and enthusiasm are high, and post-*b'nai mitzvah* retention is up. Bellevue has more school-aged children than Seattle, though Seattle has shown growth over the last 5 years.
- Adult Education programs are generally high quality, but are not consistently well attended, especially by empty nesters. More programs are needed, both formal and informal; we need to determine what adult learners want to learn and help overcome barriers that may exist for them (real or perceived). It may be necessary to acknowledge and overcome the sense of embarrassment and inadequacy felt by those whose accomplishment and success in other fields is notably distinct from their level of Jewish learning.
- A logical extension is the need to secure funding for high quality, compelling and ongoing study for adults as a staple of our congregation's programming.
- Community meetings revealed a yearning by empty nesters and elders not only for more education but also for more opportunities to connect, with each other and with Temple, with educational, social and social justice programming designed to meet their needs.

Recommendations and Actions

In general, we recommend continuing to build on our strengths, which will in turn shift the culture to that of life-long education from fee-for-service. Providing engaging learning opportunities for all ages, with no gaps, will help build the “habit” of education:

- Continue to approach education programs holistically as engagement in a lifelong experience.
- Continue to develop solutions to fit different micro-communities, rather than taking a one-size-fits-all approach to education.
- Build flexibility into programs and facilities to adapt to changing demographics.
- Actively participate in community efforts, such as Nadiv and Livnot Chai to broaden our reach and build critical mass for programs.
- Engage professionals to develop programs and curricula specific to our congregation and community, offering choices to congregants as they craft Jewish journeys of meaning and relevance for themselves and their families.
- Identify what adult learners at Temple want to learn and how they want to engage; where necessary, guide and inform them as to what they might want to learn (but for which they lack the foundation to ask).
- Approach adult education in an integrated fashion; this will enable members to find a path for themselves through one or more lines of programs; encourage advance commitment to programs; and help us identify and build communities of interest among our adult learners.
- Identify and overcome barriers (real and perceived) to participation.
- Make education a part of external marketing efforts to continue to bring new members to the congregation.
- Make education a part of internal marketing efforts to increase the level of engagement with existing members.

Objective: Adapt Jennifer Rosen Meade (JRM) Preschool to best serve the community:

- Address the need for more spaces, with greater flexibility in Bellevue.
- Assess the potential of a full-day option in Bellevue.
- Assess the need for a Seattle-based preschool.

Objective: Adapt Religion School to best serve the growing community:

- Address the aging building in Seattle, working to create spaces that facilitate and reflect educational excellence.
- Increase parent engagement.

Objective: Evolve lifelong learning to incorporate options for all ages and to meld with our social action/*tikkun olam* offerings holistically, with a consolidated approach to education,

community-building and service. Create programs that meet the needs of adults at all ages and stages of life; foster connections among congregants and between congregants and Temple.

Objective: Grow participation in all education opportunities through internal and external marketing efforts.

- Position JRM Preschool as the top eastside preschool option for Jewish parents, with a program that responds to families' needs in terms of schedule and content.
- Create greater consciousness of Religion School's excellence both among our congregants and outside Temple.
- Work with Livnot Chai to ensure that all parents of high school students and rising high school students are aware of the ways in which this model can serve their family's needs.
- Expand the reach of our life-long learning offerings, geographically and temporally, to ensure that they meet the needs of congregants and prospective congregants for learning at all stages of life, responding to the wide diversity of interests among our members.

SOCIAL ACTION/TIKKUN OLAM

Introduction

Tikkun olam, understood most broadly as the realization of Jewish values through actions that positively change our world, is a central component of "deed over creed" Judaism. For many in the Pacific Northwest, especially the unaffiliated and the marginally affiliated, acts of *tikkun olam* are paramount to religious expression and Jewish connection. Temple has a long, proud history of promoting and championing a responsible Jewish social ethic. In recent years, we have continued to excel in bringing Jewish values to bear through discrete projects, though we lack an integrated, comprehensive plan to fully realize this very "Seattle" way to engage with Jewish tradition and our fellow human beings.

Situation Analysis

Temple has long promoted and championed involvement in discrete projects: Mitzvah Day, the Women's Shelter housed on our Seattle Campus, clean-up efforts following Hurricane Katrina, involvement with Tent City, and Mitzvah Projects during the *b'nai mitzvah* process to name a few. These projects thrive but are made successful by a small number of committed congregants. While many members of Temple take their social responsibility according to Jewish law seriously, giving significant financial resources and time to the broader community, it is often separated from Jewish content and context.

Recommendations and Actions

Building on previous successes and expanding until we achieve a thoughtfully integrated plan for social action/*tikkun olam* throughout the year (and across the years), we strive to make Temple the first place people turn to exercise their social responsibility according to Jewish tradition. We have the opportunity to more fully engage existing members in the context of Temple and community, and the chance to attract those looking to express their Judaism through their actions in this world.

Objective: Enable congregants to express Jewish values through intentional Jewish actions

- Offer a mix of one-off and ongoing, local and Israel-focused opportunities to engage with *tikkun olam*.
- Ensure appropriate allocation of staff resources: time and energy.
- Maintain congregational support through the budgeting process.
- Ensure that any renovations to existing facilities or new construction help rather than hinder our vision.
- Ensure that *tikkun olam* projects strengthen our Temple community as we engage with the larger community.

Objective: Partner with organizations, Jewish and non-Jewish, that share our values to realize a better world:

- Make Temple the go-to address for Jewish participation within the broader community.
- Build relationships; invest our time and resources to create goodwill and lasting relationships with other organizations to create a climate of collaboration.
- Develop a mechanism by which the board may remain informed about, and monitor, organizational partnerships.

Objective: Serve as the voice for progressive Jewish values in the legislative process.

- Support faith-based actions which match our values and are vital to Jewish interests.
- Be visible to the legislature and the community.

Objective: Ensure that *tikkun olam* is woven into the fabric of every other aspect of Temple life

- Constantly seek additional internal touch points.
- Make the continuous expression of Jewish values part of Reform Jewish life at Temple.

MEMBERSHIP

Introduction

Our members are both the *raison d'être* and lifeblood of Temple. In a very real sense, the Temple belongs to its congregants, responding to their needs over their lifetimes and evolving as their needs change over time. Temple has dual blessings in its membership, with many deeply engaged generations-long members as well as newcomers who dive into Temple life

enthusiastically. This unusual amalgam of existing and new members is a strong foundation on which our plans for the future may be built.

Facilitating strong relationships among Temple members helps to solidify their relationship with Temple and creates a stronger and more durable community. While those relationships must remain the cornerstone of our efforts, it is also necessary to focus on how membership translates into the funding necessary for Temple to fulfill its mission.

Temple has seen its membership numbers remain relatively stable for years in spite of the increase in general population in the Seattle area. On the one hand, stability is good in that the Pacific Northwest is documented as being the “None Zone” when it comes to organized religion; on the other hand, remaining static during a time of great population growth does not bode well for the future. Many people characterize themselves as “spiritual” but decline to affiliate with a specific religious organization.

During the recession, many synagogues experienced significant declines in membership. While Temple experienced the need for “belt-tightening,” our membership as a whole remained stable. This is a testament to the inherent strength of our congregation and emphasizes the need to continue to respond to changing circumstances to maintain that position of strength into the future.

The time is ripe for a cultural shift, emphasizing relationship-building both among congregants and between congregants and Temple, with a consolidated, integrated approach to membership and relationships. As Rabbi Weiner’s vision statement suggests, we can foster a sense of Jewish authenticity through:

[E]mbrace of relationship-within-community as the essential goal of the congregation, with a shift from a top-down obsession with member units to an ‘ownership’ ideal inspired by a DIY [do-it-yourself] approach to members engaged in their own Jewish journeys.

Situation Analysis

Across the continent, the traditional model of paying membership dues to affiliate with a synagogue is breaking down. Members under 40 frequently see little need to affiliate unless for a “retail” purpose, e.g., to educate their children through *bar/bat mitzvah* age or to purchase a cemetery plot. At all ages, many members and prospective members view synagogue membership as a “fee for service,” transactional exchange rather than as a communal obligation or privilege. Some express a desire for an a la carte, “pay-as-you-go” model.

The commitment to pay dues and otherwise financially support a congregation is linked to the relationships people have with other congregants and with rabbis. While some members enjoy warm and personal relationships with each other and with our rabbis, opportunities abound to

incorporate methods of “relational Judaism” to build stronger interpersonal relationships among our congregants. Both the Caring Communities and Sacred Journeys initiatives help create just such relationships, as do Sisterhood and Brotherhood. In addition, building upon the value many place upon social justice/*tikkun olam* will strengthen Temple and create a membership model that may be more responsive to the needs and desires of young adults, “millenials” and younger generations, as well as empty nesters looking for a spiritual home.

Our dues structure reflects the varying degrees of relationship and commitment that our members feel. Temple's strong historic commitment to not deny anyone membership based on inability to pay has evolved into what is effectively a "pay what you wish" system. Over the past 20+ years, members have been brought in at various levels of membership dues: negotiating fees has occupied a large part of the membership director's interactions with members. Some members have decided over the years that they will not pay security assessments, or capital fund contributions, or other items. This patchwork quilt of membership dues rates has resulted in 23 different accounting codes for membership billing.

We set a "sustaining" membership rate mathematically, based on covering our operating expenses if everyone (other than those of modest means and college students, since both groups pay no dues) were to pay the sustaining amount. Less than 30% of our members pay at that level. We are sustained in a very real sense by the 10% of members who donate significantly more than the sustaining level.

At the same time, our reliance on dues has not waned: nearly 50% of our operating costs are currently covered by dues. Young families often pay more than wealthier, established couples with grown children; a family with two children in Religion School may pay more than \$5,000 annually for a fully-loaded "sustaining" membership plus education. And even those with a strong commitment to Temple, and resources to support it, may wonder why they are paying substantial dues when their children have become adults and their own participation in synagogue has waned. We are not alone. Congregations across the nation are facing the same issues.

Much of our "marketing" is external; the membership department has traditionally been judged on the number of new members. We do not have a firmly-established onboarding procedure for new members. Our stewardship of existing members has been limited: we have made some efforts to steward donors but little to steward members.

Dues, participation levels and philanthropy are inextricably linked; fundraising is a necessary corollary to any discussion about dues and membership. We need to hone and share our narrative of Temple as the premier community institution for conveying Jewish vision and dreams into the community and toward the future.

Temple has been blessed with a corps of very generous and devoted supporters, many of whom have been life-long or generations-long Temple members. Stewarding these donors - acknowledging their generosity appropriately - along with engaging new donors and increasing donors' levels of giving where appropriate - need to be the focus of a concerted effort among

lay leadership, clergy and staff. This is indispensable to ensure Temple's continued fulfillment of its mission. Such work will naturally lead to another indispensable action: the crafting and implementation of a plan of action to build Temple's endowment. A robust endowment can generate enough income to mitigate lower dues revenue and enable Temple to better fulfill its mission now and for future generations.

Recommendations and Actions: Membership

Objective: Enter into a dialogue/education process with members and prospects about Temple finances so that they can better understand our dues structure. Strengthen our efforts and commitment to communication, guiding our efforts as well:

- Talk with members about Temple finances today and about what different due models might look like, as we craft a new model or refine the existing model.
 - If changes are made to our membership model, communicate thoughtfully with our members about the new model.
 - Revise billing procedures to reduce "transactional" nature.
- Objective: Understand members' and prospective members' desires regarding membership, affiliation and participation
 - Survey membership.
 - Track prospects to extract data on what they are looking for, why they choose TDHS or another synagogue.
 - Analyze in greater detail trends evidenced by Pew as well as the Federation demographic study..
- Objective: Develop a dues structure that is easy to understand, balances members' and prospects' needs against TDHS' needs, and enhances both amount and certainty of revenue
 - Consider various membership scenarios, including but not necessarily limited to:
 - Explore creative options to fund Religion School.
 - Establishing membership dues tiers (based on age, life circumstances, usage or other factors).
 - Normalizing our current structure to have fewer dues categories.
 - Engage members in dialogue as the decision-making process unfolds.
 - Communicate about financial matters with transparency and a spirit of openness.
- Objective: Communicate both internally and externally about the benefits and value of Temple membership.
 - Refresh Temple's "brand."
 - Develop and implement a communications and marketing plan that reaches out to unaffiliated and affiliated-but-searching in a systematic and effective way, with structures for feedback and systematic revision.

Recommendations and Actions: Fundraising

Objective: Understand the relationship among membership dues (a/k/a "annual contribution"), High Holy Day Campaign and other giving.

- Analyze available internal data on dues and other giving, identifying trends over time.

Objective: Systematize development.

- Craft a formal development plan using "moves management" or a similar program to identify and engage both new donors and existing donors with greater capacity than we are currently tapping. Must include recognition, stewardship and ongoing communication.

Objective: Build endowment

- Develop and implement a legacy giving plan, integrating it with our operational fundraising plan.

FACILITIES

Introduction

Temple De Hirsch Sinai has enjoyed its location in Seattle's Capitol Hill since 1907. The campus encompasses the entire block between 15th Avenue and 16th Avenue and between E. Pike Street and E. Union Street, including a park and a gated parking lot, as well as a parking lot on 16th across from the main sanctuary entrance. The first Sanctuary was built on the corner of E. Union Street and 15th Avenue. In the 1920s the South Religion School building, which includes the Jaffe Room and Annex, was constructed and connected to the first Sanctuary. In 1993, the original Sanctuary was in a poor state of repair and was torn down. The Ark, stained glass windows, and many fixtures were saved and incorporated into the Chapel and Foyer. In the early 1950s the North Religion School building was added to the site and connected to the South Religion School building by a second floor walkway. In December 1960 the new Sanctuary was consecrated after 2 years of construction. Finally, in the first half of the 1970s, what are now the Chapel (initially designated as a multi-purpose room on the construction drawings), Conference Room, and Youth Lounge were built.

Temple owns the Hills of Eternity Cemetery on Queen Anne, which includes extensive grounds as well as a mausoleum and columbarium.

Our eastside campus is built adjacent to a beautiful greenbelt in the Eastgate area. The original plans for the site included a Sanctuary, function hall, library, gift shop, administrative offices and 3 "pods" of classrooms. Construction was completed on all but the third pod (space was used for a playground) and the building was consecrated in 2001.

Situation Analysis

Our Seattle campus is located in one Seattle's most sought-after neighborhoods, experiencing enormous growth and revitalization. Some of our buildings (most notably the "north" building and school currently occupied by SAAS) are in need of serious renovation and all of the spaces – sanctuary, offices and gathering spaces – need substantial redesign to be fit for the purposes of a 21st century congregation. The vestibule of the main campus building needs to be updated to create a more welcoming atmosphere that invites congregants and newcomers alike to join in worship, educational and social experiences.

We need expert advice on how best to utilize our campus and facilities and we need an assessment of our Seattle campus possibilities, including a better understanding of the property's present and potential value so that we can better assess the possibilities for growth and change to our facilities. Accordingly, we issued an RFP for planning services to assist us as we explore what options exist for our Seattle campus.

Four of Seattle's top architectural/planning firms responded to our RFP; after interviews, we selected GGLO to assist us in planning. We now have an idea of the site's possibilities; the task ahead is to explore those possibilities in greater depth with an eye toward decision-making in the next 12 to 18 months.

Our Bellevue campus is at an age (12 years since the certificate of occupancy was issued) that we need to plan for major repairs. We continue to experience on-going leaks, which indicate that the building envelope may need repairs; we need expert advice for this as well. We have engaged experts to assist with the process of determining what repairs are needed; we anticipate having more in the second quarter of 2015. Finally, it may be prudent to evaluate the existing and potential land use options that may be available for the Bellevue Campus; we have not initiated that process yet.

The objective of the current site evaluations is to develop a strategy for improving and/or re-purposing our facilities to allow us to deliver the worship, educational, social, social justice/tikkun olam and other programming envisioned in this strategic plan.

Questions to be answered regarding facilities:

1. What is the current assessment of the facilities that we own and operate today? (both Seattle and Bellevue)
 - A. Size
 - B. Specific Characteristics and Uses
 - C. Age
 - D. Condition
 - E. Accessibility (car, transit)
 - F. Neighborhood
 - G. Immediate/short term maintenance requirements
 - H. Short- and long-term redevelopment opportunities

2. What facilities are needed to deliver the vision described in Rabbi Weiner's planning document and the other elements of the strategic plan?
 - A. Two campuses
 - B. Each element of the plan
 - C. Will other facilities be needed?
 - D. How will current facilities need to change in order to deliver on the vision and other elements of the plan?
3. How will we pay for maintaining and redeveloping our facilities to deliver the programming and services identified in the strategic plan?
 - A. Should we consider leveraging the value of the Seattle real estate to fund redevelopment and maintenance of the Seattle and Bellevue facilities?
 - B. Should we continue to rely on tenant rent as a significant source of operating revenue and, if so, what capital investments in facilities will be necessary to attract and/or retain tenants?

FINANCE

Introduction

Temple's finances represent both enormous strengths and significant opportunities for enhancement. Seattle and Bellevue populations are continuing to expand, offering the opportunity for significant growth in membership, if our finances permit and if facilities match the vibrancy of our programs and rabbinic staff.

The finance "pillar" of our strategic explorations is inextricably intertwined with the other pillars; its analysis responds to the needs of those pillars. For that reason, our financial explorations await refinement of those areas. We anticipate that the finance sub-committee will work to provide all the financial analyses and projections needed for the other subcommittees, including, but not limited to, projections for various membership scenarios; costs of needed facility repairs; likely income from programmatic changes and costs to establish new programs.

Situation Analysis

As one of the largest Reform congregations in the United States, Temple enjoys a steady membership and robust Religion School enrollment. Enrollment at our Bellevue preschool is declining, however, and there is no preschool (and no facilities for one) at the Capitol Hill campus, located in one of the fastest-growing neighborhoods in America.

As noted in the Facilities section (above), Temple owns not only its two campuses but also a parking lot on 16th Ave in Seattle; land formerly dedicated as a cemetery in Lynnwood; and the land on which the Mayflower Hotel sits in downtown Seattle. All of these properties are the

subject of the strategic planning process and are part of the equation of how best to fulfill Temple's mission today and into the future.

The Lynnwood and Mayflower properties represent investments in Temple's future, which present challenges in determining when and how best to realize their value. Our main campuses produce rental revenue: we rent part of the Seattle campus to SAAS and part of our Bellevue campus to Emerald Heights Academy. The SAAS lease, which provides more than \$400,000 income annually, is up in 2018; SAAS has an option to extend through 2023. EHA is in a precarious financial situation; while it aspires to growth in the coming years, its future is uncertain.

Our two campuses, plus the Hills of Eternity Cemetery, all are in need of substantial maintenance and, in some cases, significant renovations in order to be fit for their present purposes. The Seattle campus in particular is out-of-date.

Temple's endowment is relatively low; even with excellent returns on its investments, the endowment produces only approximately \$80,000 to defray operating costs. From an operating perspective, while it appears that Temple has substantially recovered from the recession, the budget leaves no room for error or experimentation; cash flow remains tight at some times in the annual business cycle.

Our financial analyses will need, at a minimum, to respond to these concerns:

1. How can we plan for the time when SAAS is no longer a tenant? What will our financial position be as a result?
2. The effect of the Mayflower (i.e., sale, lease or holding the property)
3. The sale of the Lynnwood property
4. Possible expansion of the Jennifer Rosen Meade Preschool and other issues relative to the Bellevue site.
5. What is the appropriate staffing level to support the elements of this plan?

Conclusion

Temple stands at the confluence of several streams in today's Jewish world: decreasing affiliation rates coupled with a growing local population; enormous opportunities for consolidation and growth along with significant fiscal and facilities-related challenges; strong educational programs for children and growth opportunities for other ages. This goal of this strategic plan is to set forth a blueprint – and an action plan to create the new reality envisioned by the plan - to fulfill Temple's potential for the future, guiding our community as it moves from strength to strength into the future, fulfilling both its mandate as a leader in Reform Judaism and also its promise for the future. We hope that you will join us in this endeavor, lending your ideas, your energy and your passion for Temple as we continue to meet the evolving needs of our 21st century congregation.

Temple De Hirsch Sinai
Long Range Strategic Plan 2015-2030