

Strategic Plan

Approved

June 9, 2014



Temple Beth Ohr of La Mirada

July 1, 2014 to June 30, 2017

15721 Rosecrans Avenue
La Mirada, California 90638



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Introduction

Dear Congregants:

In September 2013, the Co-Presidents of the Congregation, Sharon Kravitz and Steve Weisel, tasked the Long Range Planning Committee to begin a process of inquiry and introspection that resulted in the strategic goals and action plans included in this document. The process was supported by a consultant from the Union for Reform Judaism, Rabbi Janet Offel, and was completed without any expense to the Temple.

The objective of our effort was to develop a set of strategic goals that reflect our collective vision of what we want our Temple to accomplish over the next three fiscal years, beginning July 1, 2014, to provide a vision of the future, and to develop a written plan to achieve that vision. This document is the first step in that process and will serve as an agenda for successor Long Range Planning Committees to be empanelled by the Board of Directors.

We began by reviewing the mission, vision and values of the Temple. Our next step was identifying the critical issues we believed needed to be addressed and resolved during the next three years. We then divided the Committee into Sub-Committees representing the key areas of interest to the planners.

The **Ethical Services Sub-Committee** was charged with developing a Mission Statement, a Vision Statement and a Core Values Statement for the Temple.

The **Financial Services Sub-Committee** was tasked with creating a statement of the Temple's financial accountability and health, asset arrangements [fixed and non-fixed], current budget analysis, proposed budget analysis, religious school budget, capital expansion budget, comparative costs of other Temples in the area, fundraising and Religious School Fees.

The **Member Services Sub-Committee** was asked to gather information on the pulse of the congregation through a series of "Parlor Meetings" during which the congregational interests and desires for the next three years of Temple operation were discovered. These "Parlor Meetings" were also to be used to introduce and explain the proposed capital expansion plan approved by the Board of Directors.

The **Educational Services Sub-Committee** was asked to make reasonable recommendations to sustain and improve the Temple's viable educational delivery system and to target those areas of improvement that will be achievable over the three-year time period covered by the plan. The Sub-Committee was asked to include educational programs for adults, the community, seniors and youth. In addition, the Sub-Committee was asked to review facility programming, Temple services, capital expansion and youth participation.

The **Staffing Services Sub-Committee** reviewed the primary cost-center for the Congregation to determine its vitality and creativity. The Sub-Committee Chair was cautioned that though the current organization and work assignments may substantiate maintaining the status quo, options for change should be examined. Current and future clergy, custodial, teaching, and youth staff were to be reviewed.

Finally, the Administrative Services Sub-Committee focused on getting a picture from the current and Past Presidents and the Rabbi on the best plan for an effective organization of the Administrative Structure of the Temple over the three-year period of the proposed strategic plan.

2013-2014 Long Range Planning Committee Members

Harry Jacobs, Chair

Leslie Berger

Immediate Past President of the Temple

Rabbi Mark Goldfarb

Sharon Kravitz

Co-President of the Temple

Toby Porter

David Saine

Past President of the Temple

Steve Weisel

Co-President of the Temple

The Long Range Planning Committee gratefully acknowledges the assistance of non-Committee Temple Members and Union for Reform Judaism personnel who devoted considerable time and effort to providing staff support and consulting services to the Committee.

Patricia Almada - Ethical Services

Victoria Jacobs - Editorial Services

Rabbi Janet Offel - Consulting Services

Rabbinic Director - West - Union for Reform Judaism

Executive Summary

The Long Range Planning Committee integrated into its work the responses to a congregation-wide telephone survey conducted by the Membership Committee in 2012, a series of ""Parlor Meetings"" with groups of congregants, and interviews with the professional staff, clerical support staff, committee chairs, parents and members.

Congregants identified the following issues as critical to the future of the Temple: instilling in all of us a sense of purpose and vision as Jews; providing inspiring worship services; retaining member families post B'nai Mitzvah; and controlling costs while emphasizing a balanced budget.

The strategic plan recommends action in five priority areas the committee believes must be addressed now to ensure the future of the Temple:

Membership Growth and Stability:

- Over the past four years, our membership has sustained a net decrease of 5.7% even though we have been increasing our membership over the past two years by an average of one-new family each month.
- The net loss is due to deaths or resignations.
- The plan proposes an aggressive effort to attract additional families to join the Temple, particularly those with young children.

Youth Participation:

- This goal was identified as a critical concern by most survey respondents.
- The plan proposes retaining staff to build the youth program.
- Integrating youth more directly in the operations and spiritual offerings of the Temple.

Leadership Development:

- The plan recommends expanding our pool of volunteer leaders to address the challenges of the Temple.
- The plan includes a formal process for identifying potential leaders and aggressively increasing volunteer involvement leading to the development of transitional leadership.

Financial Health:

- The plan recommends maintaining the current financial stability of the Temple, making every effort to reduce the percentage of member units on arrangements.
- An audit of the financial records of the Temple by a committee of 3-5 members selected by the Temple President.

Capital Expansion:

- The participants in the ""Parlor Meetings"" wanted options: (1) remodel; (2) relocate; and, (3) merge with another congregation.

- The plan recommends that, over the next three years, the Board engage a variety of professionals to assess the cost of the three options for capital expansion suggested by the members attending the "Parlor Meetings":
 - Remain in the current property and remodel using the Church across the street for overflow parking;
 - Move to another existing church property that addresses the issue of convenient parking and remodel;
 - Merge with one of three other Temples in the geographic area

Mission Statement

- We shall ensure the flourishing of Jewish life by creating a vibrant and inclusive house of worship, study and assembly; a place where we reaffirm our people's covenant with God.
- We shall nourish a Temple family, affirming and embracing the full diversity of our world Jewish community, a Temple for all people and for all generations.
- We shall foster Reform Judaism and provide education for all ages in Jewish history, culture and practice.
- We shall work to fulfill the promise of a Judaism that is the exemplar of justice, human rights, righteousness and morality.
- We shall encourage the living of lives characterized by: Torah, Mitzvot, and gemilut chasidim, acts of loving kindness, actively doing the work of tikkun olam the healing of the world and humankind.

Connect with us,

Grow with us,

Celebrate with us!

[Adapted From Temple Sinai, Sarasota, Florida](#)

Vision Statement

Temple Beth Ohr in La Mirada, California, is a dynamic congregation affiliated with the Union of Reform Judaism. We value lifelong Jewish learning, a warm spirit of community, a sense of inclusiveness, and active participation in Jewish life. We believe that full participation from a diverse and broad-based membership benefits our congregation, and therefore welcome all who wish to participate, regardless of age, marital status, ethnicity, sexual orientation, or financial means.

[Adapted from Temple Sinai, Sandy Springs, Georgia](#)

Core Values of Temple Beth Ohr

- **Welcoming, Acceptance and Inclusion** (ברוכים הבאים Brukhim Haba'im)
We embrace all who are interested in creating a Jewish life for themselves and their families by fostering an atmosphere of joyful Jewish observance and culture, characterized by openness, acceptance, and informality. We welcome all who enter our doors, for worship, learning, friendship and support. We embrace diversity in all forms and we promote equality for all.
- **Education and Study** (תלמוד תורה Talmud Torah)
We provide our children and adults with a quality Jewish education and we develop programs to meet the continuing educational desires of all our members. We promote the lifelong study of Judaism including history, traditions and Torah. We encourage future generations in their pursuit of this learning spirit.
- **Spirituality, Faith and Worship** (עבודהאמונה ו Emunah and Avodah)
We embrace Jewish traditions while being open to new interpretations of religious expression. We deepen our spiritual connection with God through creative, engaging and uplifting Shabbat and Holiday worship and observances, and meaningful life cycle events.
- **Repairing the World** (תיקון עולם Tikun Olam)
We foster a sense of community within our synagogue as well as being sensitive to the needs of the wider community in the spirit of healing the world. We advocate for peace and social justice in our community and throughout the world. We believe in individual dignity and raise consciousness for our responsibility in the use of natural resources to preserve our planet. We actively engage in social action programs that help feed the hungry, shelter the homeless, and clothe those in need.
- **Support of Israel** (אהבת ישראל Ahavat Yisrael)
We affirm the historic and spiritual bond to the state and the people of Israel. We encourage our congregants to travel to Israel through congregational pilgrimages and NFTY Youth in Israel programs.
- **Righteousness** (צדק Tzedek)
We strive for righteousness in our interpersonal relationships and in our interactions with our community.

Adapted from the Bolton Street Synagogue, Baltimore, Maryland

Critical Issues

The Strategic Planning Committee studied the issues facing Temple Beth Ohr and identified nine critical issues that need to be addressed to ensure the continued strength of the congregation:

- Administrative Services
- Ethical Standards
- Financial Health
- Leadership Development
- Membership Growth and Stability
- Parking
- Physical Plant
- Staffing
- Youth Participation

For these critical issues, Sub-Committees defined the rationale as to why these issues were critical and developed a set of goals to address the challenges these issues present to the Temple and an action plan to achieve each of the goals.

Membership Growth and Stability

A growing or stable membership not only ensures the financial security of a synagogue, but also provides the fertile ground from which to cultivate the talent necessary to provide a vibrant center of Jewish learning and activities.

In the past 4 years Temple Beth Ohr has gained 33 new households. However, during the same time period, Temple Beth Ohr lost 45 households due to death and resignation. We presently stand at 199 households. This represents a loss of 12 households or a net decrease of 5.7%

Based on interviews over the years, the most common reason for member families leaving the Temple was that they did not have a “need for the Temple any longer”, after their children completed Bar/Bat Mitzvah. Also cited is the “graying” of the congregation resulting in increased health issues. The next most often cited reason was not wanting to ask for financial relief any longer (after having received it for a number of years). The fourth reason for leaving as paraphrased by the person who has conducted these interviews over the years, is “that the member did not feel recognized” or acknowledged by clergy.

According to Temple Beth Ohr's recent survey results, most of the membership is happy with the administration of the Temple, happy with the clergy, with the education programs [youth and adult], with the religious program, and with the elected leadership serving on the Board. That notwithstanding, one of the most important reasons for

younger families joining TBO is the religious school. The most important critical issue for the respondents is “giving youth a sense of vision and purpose as Jews”.

The membership of TBO is stable, yet there remain opportunities to increase retention, while continuing active recruitment. Though our Hebrew and Religious School enrollment remains high and younger families are finding the clergy and educational staff very attractive, much needs to be done to better communicate with, integrate and transition Hebrew and Religious School “families” into Temple life.

The Membership Services Sub-Committee of the Long Range Planning Committee reported that it held a series of very successful "Parlor Meetings", though only about 20% of the units in the congregation were represented. The Parlor meeting attendees expressed considerable approval of the administrative, educational, financial and religious operations of the Temple, though all expressed disappointment that a solution to the parking program has not yet been identified. Further, they found the overview of the current state of TBO informative. Most of the attendees were not aware of the membership growth experienced since Rabbi Mark assumed his position with the Temple. Everyone found the information about the financial stability of TBO enlightening.

The discussions about the proposed change to the physical plant revolved around having more facts and figures as to other options, as well as an update on the costs of the proposed project approved by the Board. The members wanted a relocation option, a Temple merger option, a remodel option, and discussed an option to buy new property and build a new structure. It was requested that each option include a solution for the parking problem and documented expenses associated with that option. The recommendations are:

Remodel

- 1) Pursue current plan for building modifications.
- 2) Develop alternate plans using the current building.
- 3) Get a formal parking agreement with Methodist Church.
- 4) Petition city for parking on Rosecrans.

Relocate

- 1) Move to a church property with a bigger parking lot and remodel to our needs.
- 2) Lease a commercial building with more parking and remodel to our needs.
- 3) Purchase a lot and build a new building.
- 4) Survey TBO members as to how far they would drive.

Merge with another Congregation

- 1) Beth Shalom of Whittier - Conservative
- 2) Ner Tamid of Downey - Reform
- 3) Beth Tikvah of Fullerton - Reform

Recommended Strategies

Fiscal Year 2014-15

- Increase retention of families by 10% per year over the next three (3) years.
- Continue recruitment efforts with a target of 15 new families per year.
- Designated congregants should reach out to each student's family 2 years prior to their Bar/Bat Mitzvah.
- Engage new members when they first join Temple Beth Ohr.
- Provide family oriented programs as there is an opportunity to keep those families who may ordinarily choose to leave after the last Bar/Bat Mitzvah in their family has been celebrated.
- Develop Metrics [Statistical Reports] for all TBO activities.
- President appoints an Ad Hoc Committee of three (3) members with investment experience to explore each of the capital expansion options requested by the congregants attending the "Parlor Meetings".
- President obtains Board approval to contract with professionals to assist with gathering and documenting the details and costs of each option for the Ad Hoc Group.
- President appoints an Ad Hoc Committee of five (5) financially prominent members to create a capital development plan to raise funds over the next 3 years to cover the potential costs of the project finally selected from the options suggested in the "Parlor Meetings".
- Select capital expansion plan.

Fiscal Year 2015-16

- Continue recruitment efforts with a target of 15 new families per year.
- Continue to provide family oriented programs. There is an opportunity to keep those families who may ordinarily choose to leave after the last Bar/Bat Mitzvah in their family has been celebrated.
- Continue Capital Development Plan.
- Continue gathering and analyzing Metrics [Statistical Reports] for all TBO activities.

Fiscal year 2016-17

- Continue recruitment efforts with a target of 15 new families per year.
- Continue to provide family oriented programs. There is an opportunity to keep those families who may ordinarily choose to leave after the last Bar/Bat Mitzvah in their family has been celebrated.
- Continue the Capital Development Plan
- Continue gathering and analyzing Metrics [Statistical Reports] for all TBO activities

Youth Participation

Our youth – from nursery school age through adolescence -- are the future leaders of our Temple and community, yet their presence in our spiritual services and programs beyond participation in Hebrew School is rarely felt. The congregational survey conducted for the Strategic Planning Committee and the "Parlor Meetings" held by the Membership Services Sub-Committee revealed that the most urgent critical issue for Temple members was the importance of providing a vision and sense of purpose as Jews for our youth.

Further, these same respondents attributed the highest value to a commitment to education and promoting Jewish traditions and practices for youth as well as our adult members. Focus groups of TBO youth and parents conducted over the past two years suggested strongly that our children – the youth of our Temple – would welcome programs that reinforced their identity with Judaism.

Over the past decade several efforts have been made to develop a youth program at TBO. Significant improvements have been made in the professional leadership of the Hebrew school and religious school. Attendances at those respective school age levels have increased.

Unfortunately, programs and efforts to attract and maintain interest in the teenage and adolescent age bracket have not been successful. Turnover in staff and programs that failed to spark interest in youth are the reasons prior efforts were not successful.

The Educational Services Sub-Committee reported that it sent e-mails to the current teaching staff and Rabbinic Intern Yoni Regev to invite them to discuss our current agenda, either in person or via e-mail. They were asked several questions that were designed as merely a launching platform to begin a dialog with congregants and staff.

This Sub-Committee reported that it had considerable success in interviewing the professional teaching staff of TBO and that the responses were very positive. Several suggestions were made about how to improve the information delivery system including adding some additional audio-visual equipment to the "tool box" for the Instructors.

Further, the Sub-Committee Chair, Toby Porter, reported that it was also successful in polling five families with children in the school. The selected families represented units with various ages of children in school. Each of the respondents was asked the same set of questions. What should we keep doing? What should we stop doing? What should we start doing that we are not doing now? What should we avoid doing?

The general responses indicated that the older children should be retained as Mentors for the younger children and having them in the classrooms creates a positive role-model. They suggested that the pre-school age children should have more exposure to arts and crafts associated with Jewish holidays and observances. Further, that the size of snacks and the duration of refreshment periods should be reduced as a vehicle for promoting good health among the children. It was suggested that earlier training in Hebrew would be beneficial in laying a solid foundation for future Jewish learning. Moreover, we should continue/expand class participation in Shabbat Services.

Parents felt that every effort to obtain a permanent Cantor for TBO would help stabilize the Judaica program and that we should continue the practice of having both the Rabbi and Cantor involved in the Jewish musical program of the Temple. Also, the parents overwhelmingly supported the "sharing" program created by Mrs. Selander, but want to make it more relevant to Judaism rather than secular activities. The young people who share things and ideas with their classmates improve communication skills but often those things and ideas are not Judaism related.

Parents would like to see more learning of melodies and the words to prayers at an earlier age and Shabbat services should include regular participation by children, parents, and other members of the Congregation. On the other hand, the parents were generally satisfied with the quality of the educational program and did not offer any ideas that represented a desire for major changes.

Recommended Strategies

Fiscal year 2014-15

- Continue class participation in Shabbat Services and expand that effort.
- Secure approval for youth to plan and conduct at least one religious service for each of the major holidays, and a minimum of four regular services, one during each season of the year.
- Retain older children as Mentors for the younger children
- Provide more exposure for pre-school age children to the arts and crafts associated with Jewish holidays and observances.
- Downsize snacks and the duration of refreshment periods as a vehicle for promoting good health among the children.
- Provide for earlier training in Hebrew as a solid foundation for building future Jewish learning.
- Obtain an interim or permanent Cantor for TBO for 2014-15.
- Continue the practice of having both the Rabbi and Cantor involved in the Jewish musical program of the Temple
- Expand the "sharing" program created by Mrs. Selander, but make it more relevant to Judaism rather than secular activities.

Fiscal year 2015-16

- Obtain a permanent Cantor for TBO in order to stabilize the Judaica program
- Provide the opportunity for high school youth to participate as full voting members of the Board of Directors
- Parents would like to see more learning of melodies and the words to prayers at an earlier age and Shabbat services should include regular participation by children, parents, and other members of the Congregation.

Fiscal year 2016-17

- Continue the successful practices developed in 2014-15 and 2015-16

Leadership Development

The elected leadership of TBO has made a concrete effort to balance the role of the Board in relation to the history of the Temple, maximize its personal energy and available time to serve as volunteer leaders, and still be representative of the community that it serves. The current leadership meets these goals, but without an effort to grow the next generation of leaders, TBO is at risk of creating a leadership gap.

Temple Beth Ohr is managed by a Board of Directors consisting today of 21 members filling 18 positions [three positions are Co-Chairs]. Board members range in age from 36 to 81. Ten of the 21 current Board members (48%) are in their 60s, 70s and 80s. While the mean and median average Board member age is 59, the modal average is 53. Temple membership tenure for Board members ranges from 3 years as a Temple Beth Ohr member to as many as 55 years. The mean average is 19 years and the median average is 17 years. The modal average for Board membership tenure has four modes: 5, 6, 25, and 42 years. Board membership tenure ranges from 1 year to 35 years with a mean average of 8.24 years, a median average of 5 years, and a modal average of 1 year. Thirteen members of the Board have been Temple members for more than 10 years.

While only two Board Members have children attending the Temple Beth Ohr Hebrew and or Religious School, several Board Members have children who are either pursuing B'nai Mitzvah, or recently completed the honor.

As a result of this analysis, it is not unreasonable to assume that the Temple Board has a fair representation of the demographic cross-section of the entire Temple membership, in general, especially when compared against the demographic section of the recently conducted membership survey.

Our greatest challenge is to create a dynamic succession plan that identifies the talents of our congregants, while providing the management training and direction for lay leaders to eventually assume greater leadership roles in the organization.

Recommended Strategies

Fiscal Year 2014-15

- Identify and cultivate a steady stream of leaders who are equipped with the necessary information and experience to guide our Temple accordingly.
- Amend the nominating rules to improve the process by making it clearer, easier to understand, and more engaging to the membership.
- Develop an organizational chart that is clear and easy to read, which supports the Temple's goals, and provides efficient/appropriate reporting relationships.
- Create a leadership development and mentoring plan to ensure proper transitional leadership and diversity among Board members

Fiscal Year 2015-16

- Add at least one Board member who is of Confirmation age
- Continue the process of conducting an off-site staff retreat focused on "Boardsmanship" and Strategic Planning

Fiscal Year 2016-17

- Add at least one additional Board member who is of Confirmation age
- Conduct off-site staff retreats focused on "Boardsmanship"/Strategic Planning.

Financial Health

The policy of Temple Beth Ohr has been to ensure that families wishing to become members would be welcome, regardless of their ability to pay. At the same time, the Temple has made an organized effort to control expenses and to collect dues from those capable of paying dues in a timely manner.

The results of the membership survey conducted by the Strategic Planning Committee indicate that 87% of the respondents feel that "keeping down the cost of membership dues while maintaining a balanced budget" is either very important or somewhat important. Therefore, increasing revenue from a variety of sources is essential to provide Temple Beth Ohr with the financial capacity to minimize dues increases and develop the emergency fund, while maintaining a balanced fiscally responsible budget.

The Financial Services Sub-Committee reported that TBO is financially stable with assets exceeding liabilities and income exceeding expenses. One reason for the excess of cash over expenses was the dramatic savings from replacing former clergy with new clergy at a lower annual cost and hiring a Rabbinic Intern through Hebrew Union College to provide the services of a Cantor.

The financial projection of the income and operating expenses for the year 2014-15; 2015-16; and, 2016-17 will probably indicate a modest increase in revenue over expenses, even though the Temple has some members [units] on special arrangements. The units on special arrangements will remain constant or go up or down over the next three years depending on the economy and those members who pass away. Many of the older members on special arrangements are currently living only on Social Security. The actual financial impact of this group on the operation of the Temple is minimal.

Dues are established by a vote of the general membership and increases are based on the COLA [Cost of Living Adjustment]. However, that does not mean that special arrangements will be avoided nor does that include any changes in the Building Fund due to catastrophic incidents or capital expansion.

The Temple is protected by fire insurance and liability insurance, but not earthquake insurance. Coverage is adequate to cover any projected claims, based on an annual policy review by the Temple's insurance agent.

Since the Temple only has one-full time employee and one part-time employee [under 30 hours], providing Health Insurance and/or Major Medical Insurance for its employees is not an issue. The compensation package for the Rabbi [full-time employee] is inclusive of all benefits.

Further, TBO maintains Directors and Officers Liability Insurance for its Board Members and Officers of the Corporation. The Temple does not have a schedule of required preventive maintenance and projected replacement for its equipment.

Recommended Strategies

Fiscal Year 2014-15

- Maintain a positive cash flow during fiscal year 2014-15
- Appoint a Committee of three Temple Members to conduct a financial review [simple audit] of the financial records of the Temple and report said findings to the Board.
- Identify and evaluate the positive and negative factors that might result from merger with another Temple.
- Conduct an annual review of members on arrangements to evaluate any change in their financial situation.

Fiscal Year 2015-16

- Maintain a positive cash flow.
- Conduct a financial review [simple audit] of the financial records of the Temple and report said findings to the Board.
- Conduct an annual review of members on arrangements to evaluate any change in their financial situation.

Fiscal Year 2016-17

- Maintain a positive cash flow.
- Conduct a financial review [simple audit] of the financial records of the Temple books and report said findings to the Board.
- Conduct an annual review of members on arrangements to evaluate any change in their financial situation.

Temple Organization

Temple Beth Ohr is managed by a Board of Directors. The Board of Directors shall consist of all of the Executive Officers described in Article VIII, Section 1, of the TBO Bylaws: the Immediate Past President, the President of each auxiliary group and the Chair of each standing committee described in Article IX, Section 1. No member of the Board of Directors may hold more than one position on the Board at a time. At this time, the Board of Directors consists of fifteen [15] officers and committee chairs.

The following officers shall be elected by the general membership: President, First Vice President (Religious), Second Vice President (Membership), Third Vice President (Education and Youth), Treasurer, Financial Secretary, Recording Secretary, and the Chairs of the following committees respectively: House, Ways and Means, Social-Action, Long Range Planning, Adult Education, Communication and Marketing and Senior Activities. No more than two (2) people can Chair a committee. The line of succession from Vice Presidents to President is not automatic.

Existing Staffing

The Staffing Services Sub-Committee submitted a written report that highlighted changes in staff that will be associated with increased students in the religious education program, as well as the potential of congregants and revenue over the next 10-15 years.

The report indicates, that over the next five years, the Temple will be able to support a Full-Time Rabbi/Principal, (4) Religious Education Teachers and (2) Hebrew Lab Instructors, an HUC Rabbinic Intern or a part-time Cantor-Soloist, a part-time organist, an Office Manager [25 hours/week], a Youth Advisor and a part-time Custodian. Further, that the Temple may be able to increase staff hours of current staff.

- Clergy: F/T Rabbi/Principal; HUC Student Rabbi
- Organist – P/T
- Office Manager – P/T (25 hrs/wk); Custodian – P/T
- Teachers – Religious (4); Teachers - Hebrew Lab (2)
- Youth Advisor

Proposed Staffing 2014-2015

- Clergy: Rabbi – F/T; Cantor/Soloist or HUC Student - P/T
- Organist – P/T
- Office Manager – P/T 25 hrs/wk
- Committee Led Administration:
 - House committee: Weekly building inspection; Custodian schedule
 - Custodian – **increase** to 20 hrs/wk;
 - Religious Committee: Kiddush supplies; Candles
 - Education Committee: School Administration; Teachers – 4; Youth Advisor

2015-2016

- Clergy: Rabbi – F/T; Cantor/Soloist or HUC Student - P/T
- Organist – P/T
- Office Manager – P/T 25 hrs/wk
- Committee Led Administration:
 - House committee: Weekly building inspection; Custodian schedule
 - Custodian – 20 hrs/wk;
 - Religious Committee: Kiddush supplies; Candles
 - Education Committee: School Administration; Teachers – 4; Youth Advisor

2016-2017

- Clergy: Rabbi – F/T; Cantor/Soloist or HUC Student - P/T
- Organist – P/T
- Office Manager – P/T 25 hrs/wk
- Committee Led Administration:
 - House committee: Weekly building inspection; Custodian schedule
 - Custodian – 20 hrs/wk;
 - Religious Committee: Kiddush supplies; Candles
 - Education Committee: School Administration; Teachers – 4; Youth Advisor

Proposed Strategic Plan Budget

Proposed Action Step	2014-15	2015-16	2016-17
Hire Real Estate Consultant			
Building Consultant			
Architectural Drawings and Rendering			
Professional Fund Raiser			

Proposed Capital Expansion

The 2012-13 Long Range Planning Committee engaged a professional architect and real estate agents to determine the feasibility of either remodeling the Temple or relocating to another property. The relocation research produced feedback that there were 15 other church properties in the area that had been on the market some time. Further, that potential for the sale of the Temple property had to be mitigated by the discovery that the lot is zoned R-1 with a variance for a religious institution.

In light of the information from the Real Estate Agents, the decision was made to create a plan to remodel the Temple, which the architect produced on a pro-bono basis with the caveat that if the Temple went forward with the proposal, he would be able to recover his fees.

The proposal was presented to the Temple Board in 2013-14 and was approved at the \$1.5 million level, if funds were identified and congregational support was received. As a part of the process of communicating information about the proposal, a series of "Parlor Meetings" were held with about 20% of the congregational units attending. The result of those meetings is a request for more information and options shown below.

Remodel

- Pursue current plan for additional building renovation.
- Develop an alternate plan using the current building.
- Get a formal parking agreement with Methodist Church.
- Petition City of La Mirada for parking on Rosecrans.

Cost: \$986,000 to \$1,500,000

Relocate.

- Survey TBO members as to how far they would drive to attend services at a new location.
- Move to a property with a bigger parking lot and remodel to our needs.
- Lease a commercial building with more parking and remodel to our needs.
- Purchase a lot and build a new building

Cost: \$_____ to \$_____

Merge with another Congregation

- Beth Shalom of Whittier - Conservative
- Ner Tamid of Downey - Reform
- Beth Tikvah of Fullerton - Reform

Cost: \$_____ to \$_____

Implementation of Transition Team Strategies

The President of Temple Beth Ohr will identify individuals who will be willing to serve on the Long Range Planning Committee [LRPC] in year two. It is the expectation that one third of the current committee members will stay on to help create continuity and pass on committee culture. Two co-chairs will be chosen to help find and encourage Temple members to participate.

The goal of the Year Two LRPC will be to establish a working relationship with current TBO committees, lay leaders and staff to prepare for implementation procedures in year three. Each of the six target areas of the plan will be led by a team member who will be supported by other members of the committee. The main priority of each sub-group head will be to focus on the examination of the plan, monitor activities with Temple committees, provide support and report to the LRPC.

The LRPC team will meet monthly. Smaller meetings of each target group will meet as necessary to accomplish their work. Each sub-group will develop a relationship with other Temple committees as it relates to their own work to implement the strategic plan. Monthly meetings will review progress against the goals of the strategic plan. Project timelines will be developed to institute changes. The co-chairs of the LRPC will report to the board of Directors at the monthly meetings. A formal annual report will be provided to the congregation in April 2015, April 2016 and in April 2017.

The LRPC will periodically recommend changes to the Board of Directors as necessary as it lays the foundation for implementing the plan in year three. The strategic plan is a fluid document and changes may be necessary to reflect the changing realities of implementation.

Appendix A
Temple Beth Ohr Organizational Chart

Under Development

Appendix B

TEMPLE BETH OHR BYLAW'S Revised June 19, 2013

ARTICLE I - NAME

The name of this organization shall be TEMPLE BETH OHR OF LA MIRADA (a non-profit corporation in the State of California).

ARTICLE II - PURPOSE

The purpose of this congregation is to promote the enduring and fundamental principles of Judaism; to strengthen the bonds of loyalty with Jewish people everywhere; to enable its adherents to develop a relationship with God through communal worship, religious education, study and assembly; to apply the principles of Reform Judaism to the values and conduct of the individual, the family, and the society in which we live.

ARTICLE III - AFFILIATION

The congregation shall be affiliated with the Union for Reform Judaism.

ARTICLE IV - MEMBERSHIP

Section 1 A. Any Jewish Adult (18 years of age or over) shall be eligible for membership.

B. A non-Jewish adult is also eligible for membership if the person is married to, is cohabiting with or is a domestic partner of a Jewish adult member.

Section 2 Membership shall occur when an application has been accepted by the membership committee has been approved by the Board of Directors and the required fees have been paid.

Section 3 Family membership consists of married persons, domestic partners or cohabiting adults. A single membership is one eligible adult.

Section 4 In the event of the death of one of the adult family members, the survivor may continue membership if desired. In the event of the dissolution of the marriage, cohabiting or domestic partnership each member may continue membership if desired, subject to the limitations provided for in Article IV Section 1.

Section 5 Honorary membership shall be conferred on those persons selected by the Board of Directors. Such membership is complimentary, also carrying with

it the privilege to attend meetings and participate in discussion and without voting privileges.

Section 6 To qualify for Dual membership the person must be in good standing and a full dues paying member in another congregation.

Section 7 Members shall be responsible for support of the congregation through payment of dues, arrangements and other fees, as shall be recommended by the Finance Committee, approved by the Board of Directors and approved by the general membership. All members shall be entitled to attend all worship services, adult classes and social activities.

A member who fails to pay any financial obligation due the congregation within three (3) months after such obligation shall become due and payable, may, upon vote of the Board of Directors, be suspended and deprived of all privileges, or terminated, after the member has been notified by certified mail of the impending suspension or termination of membership.

Section 8 A member shall have the right to resign and surrender their membership by a written notice delivered to the Membership Chair. Such resignation becomes effective immediately and all monies due to the Temple shall remain due until paid.

Section 9 A member who has a written agreement with the Arrangements Committee (see article VIII, section 5B) adjusting the payment of their obligations is not considered delinquent, so long as the member adheres to the agreement.

Section 10 A. Individual members in good standing are entitled to one vote. A family membership in good standing entitles each adult member to one vote. The children of members are not entitled to vote regardless of age.

B. An absentee ballot will be issued to any member on request. The ballot must be returned to the Temple office six hours prior to the designated date and time of the meeting at which the voting will be held. All issues may be voted by absentee ballot. An absentee ballot may not be counted to determine the existence of a quorum at membership meetings.

C. There shall be no vote by proxy.

Section 11 Any member in good standing may attend any Board Meeting called by the Board of Directors or President. The members shall abide by the decisions of the Board of Directors.

Section 12 All members shall agree to abide by the by-laws of this organization. Members who do not comply with the foregoing requirements will be considered members not in good standing.

ARTICLE V - NOMINATIONS & ELECTIONS OF OFFICERS

Section 1 Only members in good standing are eligible to hold office. The following officers shall be elected by the general membership: President, First Vice President (Religious), Second Vice President (Membership), Third Vice President (Education and Youth), Treasurer, Financial Secretary, Recording Secretary, and the Chairs of the following committees respectively: House, Ways and Means, Social-Action, Long Range Planning, Adult Education, Communication and Marketing and Senior Activities. No more than two (2) people can Chair a committee. The line of succession from Vice Presidents to President is not automatic.

Section 2 At the April General Membership meeting a Nominating Committee will be elected, consisting of 3 persons selected from the Board of Directors, 4 persons selected from the General Membership and 1 alternate from either. The Nominating Committee shall be chaired by the Immediate Past President. If there are not enough members available for election, the President shall appoint the remaining members to complete the committee. All Nominating Committee members, including the alternate must attend these meetings.

The Nominating Committee shall be directed to select a slate of candidates for each office for the next year. The slate shall be presented to the President prior to the May Board Meeting for notification to the membership. The President will have the official ballot mailed or e mailed to the membership at least 10 days prior to the June General Membership meeting. Absentee ballots must be returned to the Temple office no later than six hours prior to the designated date and time of the meeting at which the voting will be held.

Nominations can be made from the floor at the General Membership meeting. The person nominated must be at the meeting and agree to run.

Section 3 A simple majority of the votes cast shall elect any officer. In the event of a failure to obtain a simple majority, the candidates with the two highest votes shall have a runoff election.

Section 4 All duly elected officers shall assume their duties under New Business at the July meeting of the Board of Directors. Outgoing officers shall continue their normal functions until properly relieved of duty by the newly elected officers.

Section 5 An elected officer may be recalled from office by a 2/3 vote of the membership at a special meeting of the congregation called for this purpose in accordance with Article VI, Section 2.

ARTICLE VI - MEETINGS

Section 1 An annual meeting of the congregation shall be convened by the President on or before the last day of the month of June. At this meeting, reports shall be submitted by the President, the Rabbi, and other officers, officials, auxiliaries and committees that may be requested to do so by the Board of Directors. Every member of the congregation shall be notified by mail or email at least 10 days prior to holding the annual meeting.

Section 2 Special meetings of the congregation may be called by the President, may be called at the request of a majority of the Board of Directors or written application of 20 percent of the general membership. The call for a special meeting shall set forth the purpose of the meeting and written notice thereof shall be mailed or emailed to all members at least 10 days prior to the time of such meeting. Only business specified in the call shall be transacted at such meeting.

Section 3 Twenty-five members of the congregation in good standing shall constitute a quorum at General Membership meetings.

ARTICLE VII - BOARD OF DIRECTORS

Section 1 The Board of Directors shall consist of all of the Executive Officers described in Article VIII, Section 1, the immediate Past President, the President of each auxiliary group and the Chair of each standing committee described in Article IX, Section 1. No member of the Board of Directors may hold more than one position on the Board at a time.

Section 2 The Board of Directors shall be responsible for the general management of the affairs, funds, records and property of the congregation. It shall act on all matters of policy, approve all vacancies on the Board until the next congregational election and perform such other duties as the members of the congregation in regular or special meetings may prescribe.

Section 3 A. The Board of Directors shall have the authority to engage professional staff and other employees, and to fix their duties and compensation. All Rabbi/Cantor contracts and amendments must be approved by a majority of the votes cast prior to signing. A contract with the Rabbi/Cantor shall not exceed 5 years in length and must be approved by a majority vote cast at the General Membership meeting.

B. The compensation, term and benefits of the Rabbi and Cantor shall be voted on by the members at a General Membership meeting. The appointment, removal, duties and other rights and obligations of the Rabbi and Cantor shall be made by the Board of Directors, except as otherwise provided by applicable law.

Section 4 Any Board Member who fails to attend three consecutive meetings or four meetings of the Board during a fiscal year may be relieved of his/her office by the President, upon thirty days notice to such Board Member, unless within that thirty day period, an explanation is provided to the Board which is accepted as being satisfactory by a vote of a majority of the Board present and voting.

Section 5 An Officer may be removed from office for cause by two-thirds vote of the members of the Temple present at any special meeting called by the Board of Directors for the purpose of acting upon such removal. Notice must be served on the Officer proceeded against, and an opportunity for that Officer to be heard must be given by both the Board of Directors, and the congregation.

Section 6 The Board of Directors, unless otherwise voted by the Board, shall meet once a month.

Section 7 The congregation's annual budget, and any expenditures not budgeted or otherwise authorized in these by-laws, are subject to the approval of the Board of Directors.

Section 8 Any vacancies of offices described in Article V, Section 1 or appointed positions shall be recommended by the President with approval by the Board of Directors for the unexpired term.

Section 9 A quorum for a meeting of the Board of Directors shall consist of a simple majority of the offices of the Board. Each office is entitled to one vote.

Section 10 A Board member or Committee Chair shall not receive compensation for services as a Board member or Committee Chair, nor be compensated directly or indirectly if he/she has an interest in any contract or purchase made by the organization. An exception can be made with the approval of the Board of Directors.

ARTICLE VIII - EXECUTIVE OFFICERS

Section 1 The Executive Officers of this congregation shall consist of a President, three Vice-Presidents, (Religious, Membership and Education), a Recording Secretary, a Financial Secretary and a Treasurer, all to be elected at the annual meeting of the congregation. An Executive Officer must fulfill the

membership qualifications as set forth in Article IV and must be of the Jewish faith. No employee of the congregation may serve as an Executive Officer.

Section 2 The duties of the President shall be to act as Chair at all congregational and Board meetings, to appoint special committees of which he/she is to be an ex-officio member, to call special meetings, to sign legal documents and to perform such other duties as are appropriate to the office.

Section 3 In addition to the duties of their office, the Vice-Presidents in proper order, as noted in Article VIII Section 1 shall automatically stand in the office of President and shall act for the President in case of the Presidents absence. In addition, they shall perform such duties as may be assigned to them by the President. Refer to Article IX Sections 4, 5, 6.

Section 4 The Treasurer shall be the Chair of the Finance Committee and custodian of all funds of the congregation, and shall be the disbursing agent for the congregation as authorized by the Board of Directors. He/she shall report monthly to the Board of Directors. He/she shall present a financial report to the congregation at all the annual meetings. At the Board's direction, he/she shall arrange for an audit of the congregation's financial records by an independent Certified Public Accountant selected with the Board's approval.

Section 5 A. The Financial Secretary shall be a member of the Finance Committee and shall have the following duties: Bill and collect dues and other accounts receivable, deposit all funds in Board designated bank accounts: maintain accurate records and transactions and submit same to the Treasurer in a timely manner. This officer shall maintain a current list of the standing of all members.

B. The Financial Secretary shall be the Chair of the Arrangements Committee which includes the President, Treasurer, Membership Chair, and Immediate Past President. The Arrangements Committee is empowered to reduce or waive charges whenever the circumstances warrant. The Financial Secretary is responsible to send arrearage letters including final certified notices. Final certified notices are sent with Board approval.

Section 6 All disbursements of congregational funds shall require the signatures of two (2) officers as designated by the Board of Directors, one of whom shall, preferably, be the Treasurer.

Section 7 The Recording Secretary shall keep minutes of all Board and General Membership meetings and perform such other duties as are appropriate to the office.

ARTICLE IX - STANDING COMMITTEES

Section 1 Standing Committees shall be: Religious, Membership, Education, Adult Education, House, Intercommunity Relations, Youth, Long Range Planning, Finance, Ways & Means, Communications and Marketing and Senior Activities. A member of the congregation may serve on no more than (4) standing committees during any given year.

Section 2 The Board of Directors may create additional standing committees by resolution as needed.

Section 3 A. The duties of all Committees, except for those specifically provided for in these by-laws, shall be prescribed by resolution of the Board of Directors. Each Committee Chair shall select their own committee and shall submit the name of those members to the Board of Directors for the records.
B. There shall be no limitation to the number of persons serving on a committee.
C. A member who is absent for three (3) consecutive meetings may be removed from a Committee by its Chair.
D. A committee should hold a minimum of eight (8) meetings during the year, and shall submit a written report of the affairs of the meetings to the Recording Secretary.

Section 4 RELIGIOUS COMMITTEE

This committee shall:

- A. Be Chaired by the First Vice President.
- B. In consultation with the Rabbi and/or the Cantor, consider and plan the rituals and observances of the Synagogue
- C. Make recommendations to the Boards of Directors for alternate use of the Sanctuary.

Section 5 MEMBERSHIP COMMITTEE

This Committee shall:

- A. Be chaired by the Second Vice President.
- B. Recruit new Members for the Congregation and develop programs for the orientation, integration, and retention of members.
- C. Maintain accurate up-to-date records of membership information.

Section 6 EDUCATION AND YOUTH COMMITTEE

This Committee shall:

- A. Be Chaired by the Third Vice President.
- B. Have as additional members: The Religious School Principal, Rabbi and the Cantor, each with voice but no vote.
- C. Have a representative from Sisterhood and from Brotherhood, both with voice and vote.

- D. Consult with the Principal regarding the operation of the Temple's Religious School, including curriculum, textbooks, equipment, supplies, administration of scholarships, Bar/Bat Mitzvahs and Confirmations, school enrollment and other educational activities.
- E. Recommend to the Board of Directors the employment and/or dismissal of any person employed in the Religious or Hebrew school. See Article VII, Section 3.
- F. Promote activities for the young people which contribute to their knowledge of Jewish tradition, their respect for Judaism, and their participation in wholesome social activities. Recommend to the Board of Directors the employment and/or dismissal of any person employed as Youth Director.

Section 7 FINANCE COMMITTEE

This Committee shall:

- A. Be Chaired by the Treasurer.
- B. Include the Financial Secretary as a member.
- C. Make a detailed financial projection of the income and operating expenses for the ensuing year and submit it to the Chairs at the May Board meeting. Any changes to a committee's annual projection shall be proposed by that committee, which shall submit their recommendations to the Finance Committee. The final projections shall be approved under "old business" at the July Board of Directors meeting.

Section 8 HOUSE COMMITTEE

This committee shall:

- A. Be responsible for the upkeep and repair of the building and grounds.
- B. Purchase all supplies for the Temple.
- C. Establish, with the approval of the Board of Directors, rules and regulations for the use of the congregation's physical facilities. In addition, with the Board of Directors approval, the Chair of this committee may sign maintenance and repair contracts.

Section 9 ADULT EDUCATION COMMITTEE

This committee shall promote educational activities and programs of interest to the congregation and community.

Section 10 INTERCOMMUNITY RELATIONS COMMITTEE

This committee shall maintain communication with social action agencies, and acquaint the congregation with issues and problems facing the community and the world. The committee may recommend proposed action to the Board of Directors.

Section 11 COMMUNICATION AND MARKETING COMMITTEE

- A. This committee shall be responsible for publicizing the activities of the congregation.
- B. The Editor shall edit and publish a Temple newsletter and may appoint a staff for assistance.
- C. The Temple's webmaster shall be responsible for manage the Temples website, social media and shall work in conjunction with the Newsletter Editor.

Section 12 LONG RANGE PLANNING COMMITTEE

This committee shall be an advisory committee that projects future needs of the congregation and suggests to the Board of Directors ways to fulfill those needs.

Section 13 WAYS AND MEANS COMMITTEE

This committee shall plan, coordinate, evaluate and manage congregational programs, activities and affairs which have as their primary purpose the raising of revenue for the general fund.

Section 14 SENIOR ACTIVITIES COMMITTEE

This committee shall plan and promote activities geared to seniors.

Section 15 THE STAFF EVALUATION COMMITTEE

- A. The Rabbi, Cantor, Organist and Executive Assistant will be evaluated by a committee consisting of the Religious Chair, a second Religious Committee member, a non executive Board Member and (2) members at large from the congregation. The Religious Committee Chair will chair this committee. This committee shall commence its evaluation no later than October 1st.
- B. The Principle and Teachers will be evaluated by a committee consisting of the Education Chair, a second Education Committee member, a non executive Board Member and (2) members at large of the congregation. The Education Committee Chair will chair this committee. This committee shall commence its evaluation no later than January 2nd.

These above committees shall report their findings to their respective committees who will make their recommendations to the Board of Directors.

Section 16 AUXILIARY ORGANIZATIONS

- A. The Board of Directors shall permit the establishment and maintenance of auxiliary groups including Sisterhood, Brotherhood and Youth. However, any such affiliated group shall first submit its by-laws to the Board of Directors for approval.

- B. All auxiliary Presidents are entitled to a voice and vote on the Board of Directors.

ARTICLE X – Dissolution or Merger

In the event of the dissolution or merger of the Congregation, no Officer, Trustee, Clergy Member, Professional Staff Member, Director, employee, agent, or representative of the Congregation shall be entitled to any distribution or division of its remaining property, assets, or proceeds. The balance of all money and other assets or property owned, held, or received by the Congregation from any source, after the payment of all debts and obligations of the Congregation, shall be used exclusively for exempt purposes within the intention and purpose of the Internal Revenue Code as it now exists or may be amended from time to time, or it shall be distributed to an organization or organizations exempt under said section of the Internal Revenue Code as it exists at the time of the dissolution or merger. Moreover, any such use or distribution of the money or property of the Congregation shall, to the extent possible, be in accord with the Congregation's purpose as set forth above, and, to the extent possible, shall promote similar or related purposes.

ARTICLE XI - AMENDMENTS

These by-laws may be amended by a two-thirds (2/3) vote of the members in good standing and in attendance at a meeting called for that purpose. Notice of the proposal of an amendment shall be given by mail or email to all members in good standing, at least ten (10) days prior to holding of the meeting. Before any amendment shall be eligible for submission to the membership for adoption, such amendment shall first be approved by the Board of Directors by resolution to that effect, or shall be approved in writing by at least twenty five (25) members, in good standing.

ARTICLE XII

The rules contained in the latest edition of ROBERTS RULES OF ORDER REVISED shall govern this Temple at all meetings in which they are applicable and consistent with these bylaws or other special rules of the Temple.

Approved by the Board of Directors, May 13, 2013.

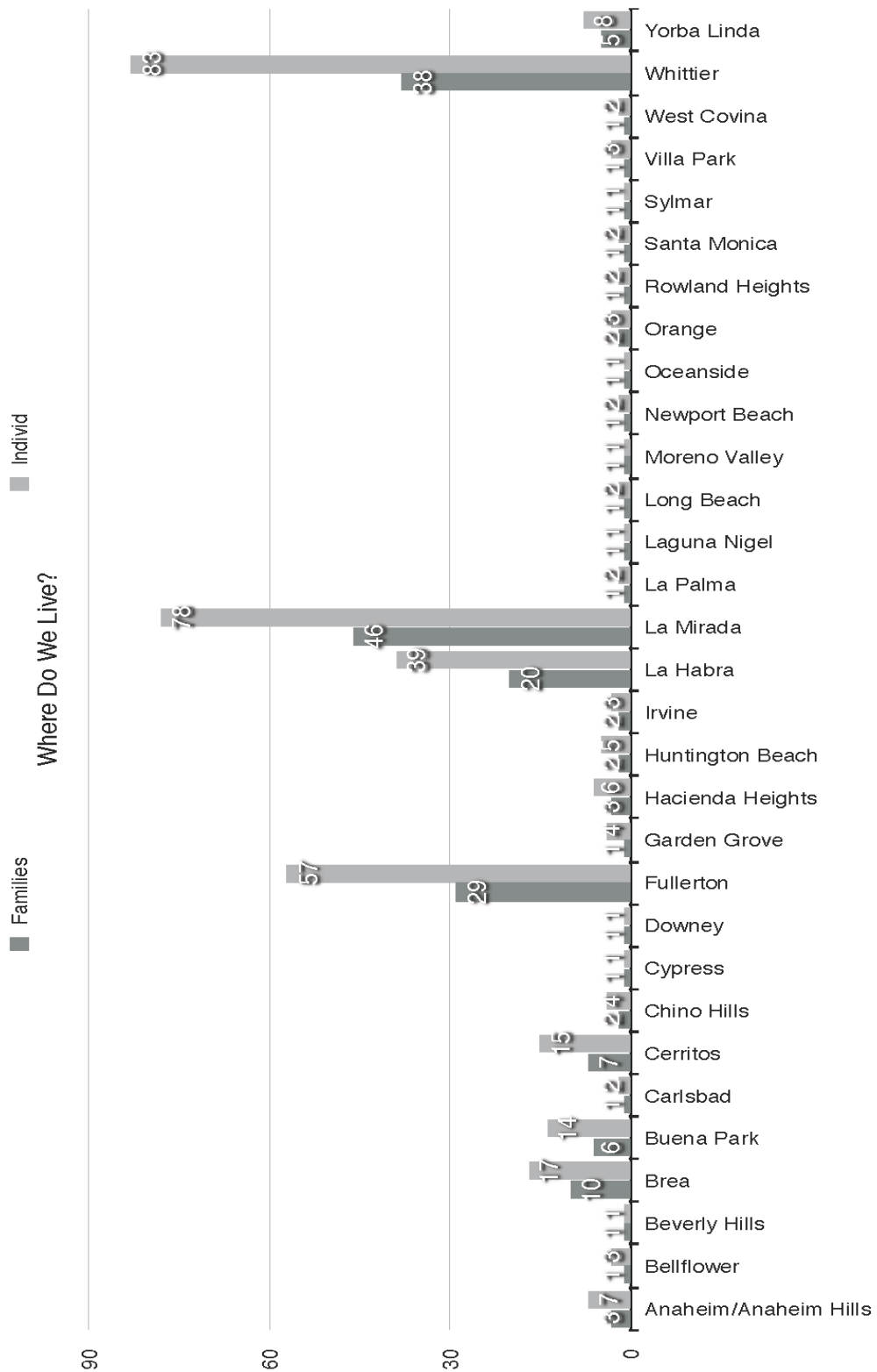
Approved by the Membership on June 19, 2013.

By Laws Committee

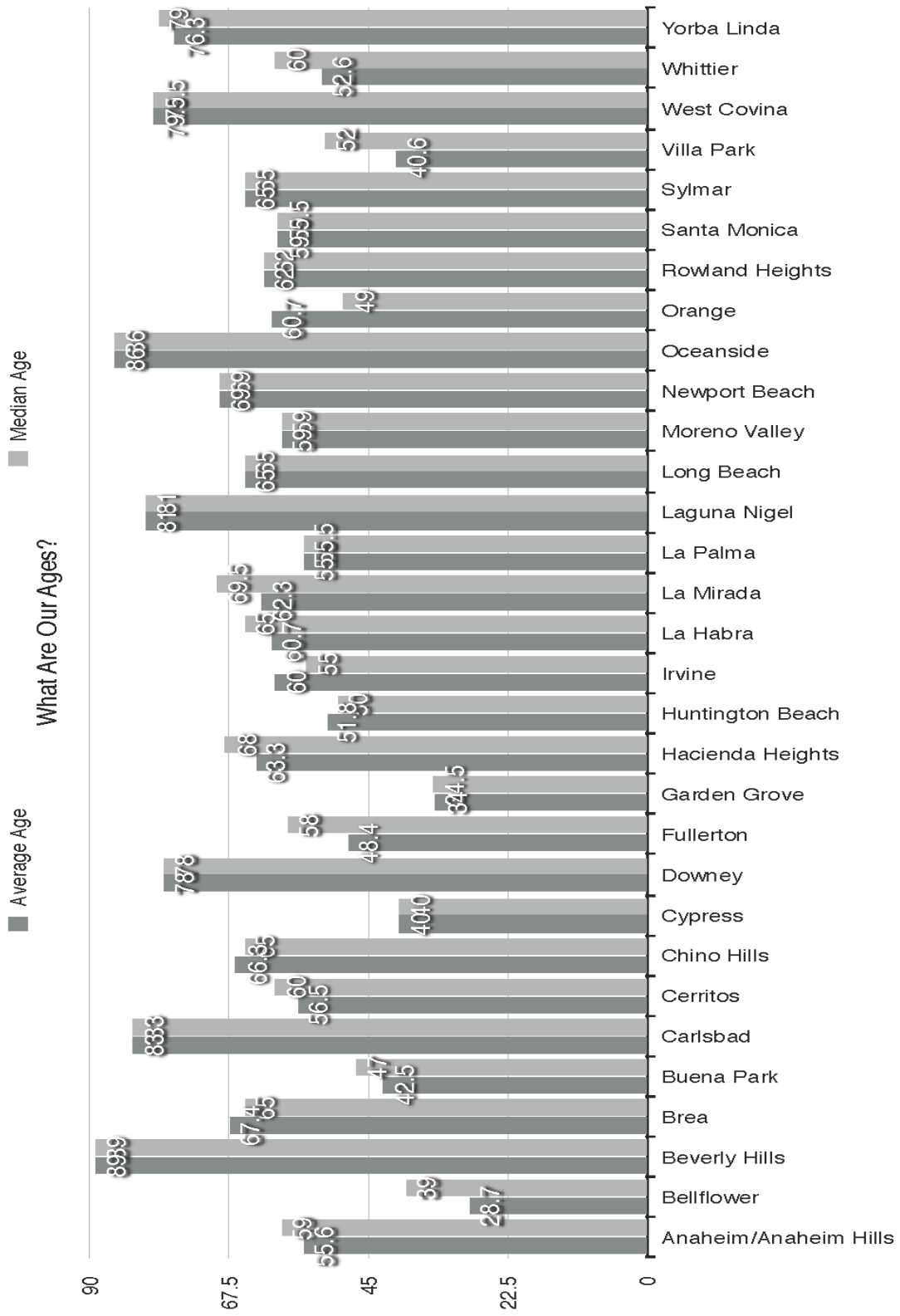
Jeff Scheer Chair
Sandra Paskus
Leslie Berger
Ellie Urcis

Harry Jacobs
Harold Cohen
Steve Weisel

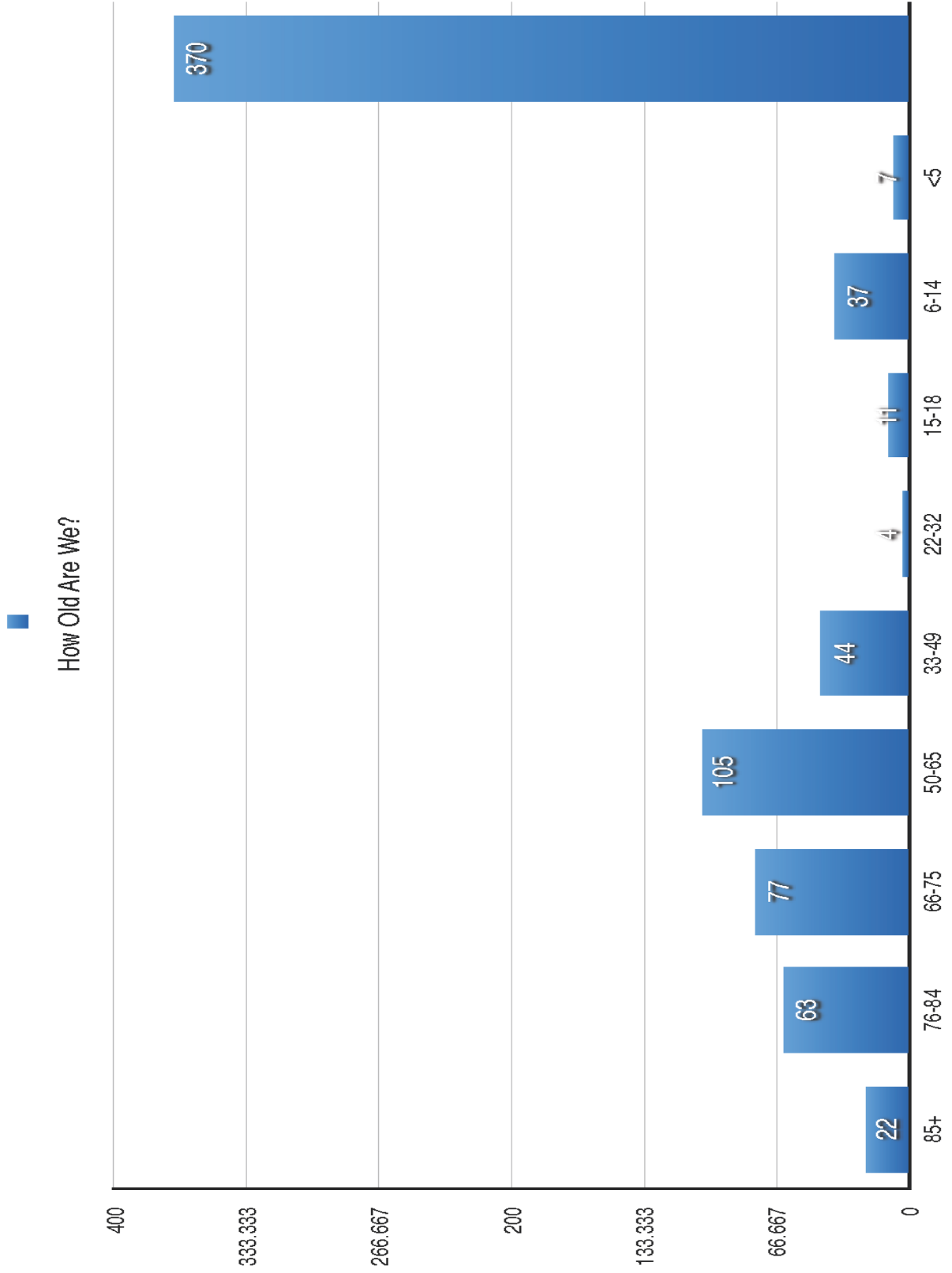
APPENDIX C



APPENDIX D



APPENDIX E



Appendix F-1

Prepared for

3/1/2012

Presented by Jana Farman







(714) 225-8601

jana.farman@gmail.com




License: 01877007



Properties for Sale

						
Address	7651 5th Street Buena Park, CA 90621	2121 E. Wilshire Ave., Fullerton, CA 92831	16241 Leffingwell Rd Whittier, CA 90603	10843 Kenney Street Norwalk, CA 90650	14415 Imperial Highway Whittier, CA 90604	11009 Pioneer Boulevard Norwalk, CA 90650
Property Type	Special Purpose	Special Purpose	Special Purpose	Special Purpose	Special Purpose	Special Purpose
Property Subtype	Religious Facility	Religious Facility	Religious Facility	Religious Facility	Religious Facility	Religious Facility
Zoning						
Building Size	4,544 SF Bldg	20,244 SF Bldg	37,807 SF Bldg	6,948 SF Bldg	12,879 SF Bldg	9,486 SF Bldg
Year Built						1958
No. Stories			2			
Lot Size	30,825 SF	78,500 SF	4.88 AC	0.86 SF	61,419 SF	87,120 SF
Tax ID/APN						8016-006-027
Asking Price	\$1,499,000	\$5,290,000	\$8,200,000	\$1,369,900	\$1,950,000	\$1,900,000
Price Per	\$329.89 /SF	\$261.31 /SF	\$216.89 /SF	\$197.16 /SF	\$151.41 /SF	\$200.30 /SF
Cap Rate						
Property Description	Two buildings currently used as a church facility on 30,825 sqft lot. Single-story designed. Main building includes a foyer, chapel (165 seats), stage and dressing area, office, break room	"PRICED REDUCED" The Church lot is approximately 78,500 square ft (1.8 Acre). The church campus has two buildings divided by a covered patio which is being used as a fellowship hall.	Morningstar Christian Chapel is a full service church facility comprised of approx 37,800 S/F of building on 4.88 acres. Features include a sanctuary that seats over 700, 16 classrooms ...	Approx. 6,076 Church and 872 SF House. House can be used for parsonage or offices/classrooms	Rare opportunity to move right into an existing church facility. Located near Biola University in La Mirada. Approx. 300 seatings at sanctuary and ample parking on 1.41 acre of land.	A church, daycare and a single family home
Location Description	W/ Beach Blvd, S/Artesia ***Showing by appointment only***	The church is conveniently located on the North side of Wilshire Avenue directly across from Ladera Vista Drive less than 1.5 miles away from the 57 and 91 freeways. There are major educational ins...	Located in Whittier Ca. Whittier in north/east LA county. Close to Orange and Riverside Counties Property shown by appt. only. Please do not approach anyone on site. 4 APNs 8232-016-086 - 087 ...	The church is located in Norwalk; right off the 605 Freeway.	On Imperial Highway between Valley View Blvd and La Mirada Blvd.	Signalized corner location

Appendix F-2

			
Address	706 S. Lemon Street Fullerton, CA 92832	7941 Page Street Buena Park, CA 90620	13106 Bailey St. Whittier, CA 90601
Property Type	Special Purpose	Special Purpose	Special Purpose
Property Subtype	Religious Facility	Religious Facility	Religious Facility
Zoning			
Building Size	6,500 SF Bldg	12,000 SF Bldg	29,623 SF Bldg
Year Built			
No. Stories			2
Lot Size	27,000 SF	39,060 SF	21,000 SF
Tax ID/APN			
Asking Price	\$1,800,000	\$2,750,000	\$4,600,000
Price Per	\$276.92 /SF	\$229.17 /SF	\$155.28 /SF
Cap Rate			
Property Description	consists of approximately 6,500 square-feet in total with the main sanctuary with 100+ seating capacity	freeway visibility for sale. The subject property consists of approximately 12,000 square-feet in total	2 buildings, main building sanctuary, 2nd building educational building.
Location Description	Excellent location in North Orange County. Just north of Orangethorpe Avenue on Lemon Street.	Excellent location in North Orange County. One block north of Orangethorpe Avenue on Stanton Avenue, next to 91 freeway.	Downtown Whittier, parking is a 2 story structure owned by the City.

Appendix G Letter to Congregants



TEMPLE BETH OHR

Rabbi Mark B. Goldfarb
Yoni Regev, Rabbinic Intern
Rabbi Emeritus Lawrence Goldmark

February 3, 2014

Dear Temple Member,

You 're invited!

These are exciting times for Temple Beth Ohr! There is renewed excitement and enthusiasm in our congregation. We have added many young families and their children in our Religious School, while growing general membership. We are "standing in the doorway of our tomorrow" and it is important for us to "take stock" of where we are, today, so that we might better decide where we want to be in the future.

The Long Range Planning Committee has organized Parlor Meetings for our temple members to learn more about these positive changes and opportunities for our congregation. These small group meetings have been designed so that we can share information with you, and you can share your feedback with us. The parlor meetings should last between 60-90 minutes and refreshments will be served.

We are having a number of these parlor meetings in various locations during the months of February and March. Enclosed is a list of available meeting dates and locations. Please select a meeting location and time that best meets your schedule and RSVP to the Temple office at 714-521-6765 or tmplbthohr@aol.com. Reservations will be accepted on a first come basis, so please make your selection now. You **MUST** respond as seating at each meeting is limited. *Please do not attend a meeting without responding.*

We look forward seeing you at the parlor meetings, sharing the opportunities with you, and hearing your thoughts.

David Saine, Past President
Parlor Meeting Coordinator
Long Range Planning Committee

15721 E. Rosecrans Ave. La Mirada, CA 90638 (714) 521-6765
www.templebethohr.com tmplbthohr@aol.com

Appendix H

Parlor Meeting Schedule 2014

Meeting Date	Time	Day	Host
February 13	7:30 PM	Thursday	Harry & Victoria Jacobs
February 25	7:00 PM	Tuesday	Chris & Dena Jastroch
March 2	2:00 PM	Sunday	David & Karen Yungman
March 9	2:00 PM	Sunday	Temple Beth Ohr
March 13	7:30 PM	Thursday	Sandra Paskus
March 16	2:00 PM	Sunday	Mike & Sharon Kravitz
March 17	7:00 PM	Monday	Donald & Joyce Kessler
March 20	7:30 PM	Thursday	Lester & Marsha Braunstein
April 7	7:30 PM	Tuesday	Gloria Austin



TEMPLE BETH OHR

Where We Are Today:

Worship Services:



- Implemented bimonthly, participatory Shabbat AM Worship, interactive Torah Study & pot luck lunch.
- Enriched worship with projection, creative liturgy.
- Developed creative, engaging, age appropriate B'nai Shabbat/Tot Shabbat Experience.
- Enhanced worship musical experience with contemporary instrumentation.
- Increased spiritual feeling of High Holy Day worship with professional quartet
- Initiated new rituals for the celebration of Simchat Torah & Hanukkah
- Improved aesthetic in sanctuary
- Engaged Rabbinic Intern during Cantorial search process

Adult Education



- Enhanced programming through connection to local scholar-in-residence speakers.
- Developed year-long calendar
- Initiated Introduction To Judaism, outreach courses
- Brown Bag & Book Club
- Lunch N Learn sessions

Youth Education



- Implemented URJ Chai Curriculum in all grades.
- Implemented URJ Mitkadem, self-paced, Hebrew learning program.
- Developed creative, school-wide, holiday learning programming including Tu b'Shvat seder, Hanukkah Happenings, Yom Ha'atzmaut in conjunction w/Brotherhood
- Acquired donated computers for Hebrew and Judaic educational enrichment
- Implemented student-assisted Sunday morning & weekday afternoon worship services.
- Implemented Confirmation LTaken, political advocacy seminar, in Washington, D.C.

Membership Connection



- Regular contact with congregants in hospitals, rehab-centers, and home-bound.
- Meal of condolence support

Finance



- Stabilized Budget
- Increased Fundraising through HH Appeal & 55th Anniversary Celebration

Temple Beth Ohr By The Numbers

- Increased membership by 48 households (2008-14)
- 201 Households, 473 Individuals
- 29 Religious School/ Hebrew Lab Students
- Households: La Mirada: 40; Whittier: 38; Fullerton: 29; La Habra: 20; Brea: 10; Cerritos: 7; Buena Park: 6; Yorba Linda: 5; Anaheim: 3; Hacienda Heights: 3; & others

OUR CHALLENGES

Property:

Zoned residential, only family dwelling units or houses of worship can be built. To change zoning requires city hearings with notification to neighbors about pending change.

Building:

Our present building has been “grandfathered” in, but is substantially below code in the areas of electrical, plumbing, and handicapped accessibility in entry, sanctuary and bathrooms.

Parking:

Present parking lot contains 53 parking spots. This number meets present city code for the appropriate number of parking spots given the size of our rooms.

Security:

Present structure affords no clear view of parking lot or entry doors with no opportunity to see danger coming. Leaving front door unlocked/opened affords anyone access into our building before being noticed.

Classrooms:

Presently have 2 fixed classrooms. Our school structure is such that 2 additional classrooms are needed to accommodate students. These classrooms are temporarily created in the social hall by use of semi-wall dividers and cubicle partitions. Lack of permanence severely limits students ability to creatively use space. Lack of storage areas for school supplies and partitions.

Bathrooms:

Men’s Bathroom: 1 urinal, 1 toilet, 1 sink. Lack of privacy.

Women’s Bathroom: 2 toilettes, 2 sinks

Large Bathroom: 1 toilet, 1 sink



OUR OPPORTUNITIES

Building:

Opportunity: Sell present property to a house of worship

Issues: inadequate parking, bathrooms, classroom space; absence of appropriate handicap access; building below code.

Possibilities: discount price to accommodate repairs.

Results: Little \$ remain to build/acquire new location.

Massive fundraising program needed.

Parking:

Opportunity: Convert front yard area to additional parking spaces.

Issues: Needs to be turn around parking area as exit to Santa Gertrudes impossible.

Access to turn around area would remove several parking spots from existing lot.

Retaining wall alongside Rosecrans needs to be reinforced.

Results: cost prohibitive.

Security:

Opportunity: Install active surveillance cameras to monitor parking & entry area. Install secured entry door with buzzer entry.

Create a locked room for Sisterhood gift shop.

Issues: Multiple monitors and keypads for entry needed given office is occupied during limited hours.

Bathrooms:

Opportunity: Create new bathrooms:

Men's: 4 toilettes (1 handicap), 2 urinals, 3 sinks, increased space & privacy.

Women's: 6 toilettes (1 handicap), 3 sinks, increased space.

Issues: Loose 1 classroom for new bathroom area.

Classrooms:

Opportunity: Convert admin offices into 1 classroom

Build connected classroom/admin office wing on south area.

Wing to include 1 multi-use room to serve as library & classroom.

this room will feature an enclosed wall partition to create 2 rooms or 1 larger room for meetings.

Wing to also include enclosed, lockable gift shop w/display window.

