

**TEMPLE SINAI BOARD OF TRUSTEES**  
**MINUTES OF BOARD MEETING – April 17, 2024**  
As amended by the Board of Trustees, 6/26/24

**Present [meeting conducted in person and on Zoom]:** Dora Chen, Glenn Engelmann, Larry Freedman, Cathy Goldwyn, Cara Jablon, Ken Jaffe, Katie Joselow, Dan Koch, Laura Kolton, Sam Lehman, Myron Marlin, Anthony Murphy, Howard Oppenheim, Aaron Panner, Jonah Perlin, Catherine Ribnick, Sara Rosenblum, Dolores Siegel, Marcie Solomon, Seth Speyer, Laura Steel, Anita Stoll, Michael Sussmann, D. Jean Veta, Senior Rabbi Jonathan Roos, Senior Cantor Rachel Rhodes, Rabbi Hannah Goldstein, Executive Director Ellen Agler, Director of Early Childhood Education Ali Hurewitz, and Finance Manager Andrei Israel.

**Call to order:** With a quorum of the Board members present, the meeting was called to order at 7:06 p.m. by Temple Sinai President Ken Jaffe.

**D’var Torah:** Ken Jaffe delivered the D’var Torah.

**Acknowledgement of outgoing Officers and Trustees:** Ken Jaffe extended heartfelt thanks to the outgoing Officers and Trustees – Cathy Goldwyn, Catherine Ribnick, Steve Sacks and Michael Sussmann – who will be completing their terms as trustees at the end of the Temple’s fiscal year next month. The Board extends its deep appreciation for their many years of volunteer leadership and their active engagement in, and valuable contributions to, our congregation.

**BOARD OPERATIONS AND GENERAL BUSINESS:**

- **Board Meeting minutes:** The March 2024 Board Meeting minutes were approved.
- **Membership report:** The March 2024 membership report was approved.
- **Financial report:** EVP and Chair of the Finance Committee, Glenn Engelmann, presented a summary of the written Year-to-Date Financial Summary for the 2023-2024 Fiscal Year. He advised that it continues to be encouraging as the Temple’s financial picture is still trending positive compared to budget. Member commitments are trending ahead of budget, while expenses are trending below budget. We are currently projecting an approximate \$155k surplus.
- **Nominating Committee Report:** Marcie Solomon, Past-President and Chair of the Nominating Committee, provided a summary of the Report with recommendations for the proposed slate of incoming Officers, Trustees and Nominating Committee members. Upon motion and vote, the Board recommends that the slate of nominees be approved for election by the Congregation at the Annual Meeting. The Committee is also strongly encouraging that another Temple leadership development program be offered as soon as possible as there were many qualified individuals interested in seeking positions in the leadership of our synagogue.

## **OTHER BUSINESS:**

- **Fiscal Year 2024-2025 Budget:** Glenn Engelmann on behalf of the Finance Committee, submitted the two budgets for 2024–2025: the Operating Budget and the Capital and Building Budget. The written report explains that this was another challenging year from a financial perspective. Tuition revenues from the Religious School and Nursery School continue to be strained because their enrollment levels remain below pre-pandemic levels. While Temple membership remains strong, it is still below pre-pandemic levels. Despite these challenges, as a result of thoughtful fiscal management, the Finance Committee projects that we will end the year with a slight surplus of approximately \$155k. This result was, to a significant degree, the result of the delayed opening of the South Addition, careful cash management during a period high interest rates, the continuing allocation from the Sustaining Fund and the receipt of OSSE pay equity funds to help support TSNS. Our expected future financial challenges are addressed in the 2024-2025 budget.

The proposed Operating Budget is balanced and both revenues and expenses are projected to total \$7,403,000, which represents an increase of 13% in the Temple's operating expenses. This figure includes costs and revenues for the Nursery School and the Religious School. It is important to note that this balanced budget is only achieved by way of a budget release transfer of \$112,326 from the Surplus Fund in addition to the annual allocation from the Sustaining Fund. The key revenue assumptions are that: a) membership commitments will represent 45% of total revenues with a projected increase of 2% for 2024-2025; b) an increase in Religious School tuition revenue to \$645,000; c) a balanced Nursery School budget of \$1,617,100 that includes an allocation of \$117,000 from the OSSE pay equity fund grant; d) Annual Fund contributions of \$225,000, reflecting the generosity of Temple members; e) a release of \$184,849 from the Endowment Fund for operating expenses, calculated in accordance with Temple policy; f) two transfers from the Sustaining Fund established by the Capital Campaign to support temple operations (\$156,996 for pastoral care and our clergy and \$84,536 to support the Davis Center for Social Justice); g) Security Fee Revenues of \$228,000 estimated to cover 64% of the Temple's costs for safety and security personnel and reflects an increased approved by the Board; and h) a transfer of \$112,326 from the Surplus Fund in accordance with established Surplus Fund policy (leaving a total projected balance of \$2,216,000 at the end of 2023-2024). The key expense assumptions are for personnel (accounting for 77% of the budget and a 2.8% Cost-of-Living Allowance raise for all permanent staff), a projected 10% increase in health and other insurance benefits, \$180,450 for the costs for armed contract security to supplement the Temple's safety team for worship services, certain programs and when students are in the building, and anticipated additional costs for building operations associated with increased usage of the building in the next year, increased utility costs, and increased costs due to inflation.

The proposed Capital Budget for 2024-2025, includes a plan for \$847,750 in capital investment in buildings and grounds and improvement projects and administrative systems, an increase to the Roof Replacement Reserve of \$10,000, an allocation of \$100,000 from the Capital and Building Maintenance Funds to debt service, in line with past years, the cost of a project manager for engineering support, and \$262,250 for projects that were approved in prior years but not completed. Some of the new projects for next year include repaving the Military Road entrance driveway, renovating the lower-level bathrooms, completing a comprehensive facility condition analysis, and website design. Continued pledge fulfillments for the Honor our Heritage, Build our Future Campaign will provide funds needed to service the Temple's debt in 2024-25. We anticipate cash receipts of \$325,000 in 2024-25, which in conjunction with the \$100,000 allocated from the Capital and Building Maintenance funds, will cover our debt service obligation of approximately \$340,000 with no allocation of general operating funds. With these projections, we expect to carry forward \$85,000 in Campaign funds toward debt service in 2025-26. Finally, we plan to invest in new machzorim/prayerbooks for the High Holidays, at a cost of roughly \$50,000, an expenditure entirely funded by generous donations from our members.

During the discussion, Glenn also explained that the Finance Committee has been focused on assessing longer- term financial issues as the Board continues its work towards assuring the Temple's continued financial health. While the five-year forecast projects that we will be able to fund our operations throughout the forecast period due to the Surplus and Sustaining Funds, it highlights the need to address structural problems because revenues do not meet our level of expenses.

Upon motion and vote, the Board recommends that the Congregation adopt the proposed budgets at the upcoming Annual Meeting.

- **Long-term Financing:** Glenn Englemann and David Antonelli presented the recommendations outlined in the proposed Resolution Authorizing Borrowing For Renovation And Expansion Project ("Financing Resolution"). Eagle Bank's loan committee approved the loan, and the next steps are to secure congregational approval and to sign loan documents upon formal completion of the project and proceed to closing. Upon motion, the proposed Financing Resolution was approved, and the Board recommends that the terms be approved by the congregation at the Annual Meeting. As set forth in the Resolution, the Board also authorized the Secretary and/or two designated signing Temple Sinai officers to sign a certificate with a representation that the Resolution was properly approved by the Board.
- **Strategic Plan for 2024-2027:** Marsha Shaines and Rosann Wisman summarized the key components of the Strategic Plan, including the framework. The Plan outlines the goals in ten essential areas comprising the activities and operations of Temple Sinai, which are intended to implement the Core Values statement in the areas of ritual, financial

sustainability, education, membership and member engagement, social justice, programming, pastoral care, music, building/grounds, and governance. The 2024-2027 Strategic Plan sets an agenda to guide Temple Sinai's clergy and staff in making decisions about programmatic priorities, Temple leadership in developing the annual budget and effective governance of the congregation, and committee chairs in appropriate deployment of Temple resources. The Board also received the Report of the Early Childhood Task Force to the Strategic Planning Committee of April 2024, which set forth three major recommendations, which are to: a) strengthen the Temple Sinai Nursery School (TSNS) with an extended-day option that is responsive to the needs of a wider range of families and supports the school's ongoing financial sustainability; b) improve the marketing, communication, and coordination of Temple Sinai programming for families of young children (those who are already enrolled in the TSNS or Temple Sinai Religious School or are prospective member families); and c) step up recruitment for membership of families with young children and consider lower membership rates for these families.

The Board voted to approve the Strategic Plan.

- **Davis Center:** Glenn Engelmann provided an update regarding the Davis Center, including proposed disbursements from the Eugene Lipman Social Action and Tzedakah and Davis Center Funds in the total amount of \$35,000. As of February 29, 2024, there was approximately \$148,000 designated for social action in these two funds, aside from funds specifically designated to support specific activities. Glenn also outlined the recommendations for the reappointment of Davis Center Steering Committee members.
  - **Davis Center Steering Committee Appointments:** Upon motion and vote, the Board approved the proposed Davis Center Steering Committee Appointments, appointing Sinaites Social Action Vice President (reappointment), Steve Metalitz (reappointment) and Darcy Hirsh (new) to three-year terms. Thanks to Glenn Engelmann, who is stepping down from the Steering Committee, and congratulations to Jocelyn Dyer, who is approved to fill the remaining one year of Glenn's term. The Board also voted both to approve Anne Schwartz to assume the role of Chair of the Steering Committee and to create an additional position to be filled by Tim Davis for a three-year term.
  - **Eugene Lipman Social Action Grant Distribution Resolution** – Upon motion and vote, the attached proposed Resolution was approved for the disbursement of \$35,00 to a variety of awardees. [Ariel Levinson-Waldman did not attend the meeting and therefore did not vote on the grant recommendations that included Tzedek DC as a proposed recipient].

## **UPDATES AND DISCUSSION:**

- **Renovation and Expansion:** Ken Jaffe provided an update on the Temple’s renovation and expansion project, which is close to completion. Although we have experienced some challenges with some of the subcontractors, we are expecting to obtain a Temporary Certificate of Occupancy next week.

## **REPORTS:**

- **President’s Report** – Ken Jaffe provided an oral report, highlighting the recent informational session for members of the congregation to discuss and ask questions about the proposed long-term financing and five-year forecast.
- **Senior Rabbi’s Report** – Rabbi Roos provided an oral report, highlighting the following: a) Purim festivities; b) life-cycle events; c) examples of the vibrant and exciting ritual life at Temple Sinai; d) recent Shabbat programs; and e) the CIESJ Program entitled “Searching for Decency in Indecent Times: Thinking About the Current Situation and Prospects for Some Future Horizons of Hope,” with Rabbi Michael Marmur, Associate Professor of Jewish Theology at HUC-JIR/Jerusalem, which was attended by over 200 attendees. Rabbi Roos also outlined several upcoming programs for Passover, WRJ Shabbat, Holocaust Remembrance Day (Yom HaShoah), Israeli Independence Day (Yom Ha’atzmaut), and confirmation services. He also extended appreciation and gratitude to the Temple leadership and committee members for all of their hard work and dedication over the last fiscal year.
- **Executive Director’s Report** – as submitted.

**OTHER BUSINESS:** Marie Solomon advised about the upcoming deadline for sign-ups for the Second Seder and that, so far, over one hundred attendees are expected. Ken Jaffe discussed the upcoming Annual Meeting, which will be held on Wednesday evening, May 22, 2024. While the meeting will be in hybrid format (both in person and Zoom), Ken is asking that Board members try to attend in person. The long-term financing proposal will be up for a vote along with approval of the annual budget.

**EXECUTIVE SESSION:** Confidential and personnel matters were discussed in Executive Session with an opportunity for questions and discussion.

Upon the completion of the Executive Session, the Board returned to regular session and voted to authorize Temple President Ken Jaffe to sign a one-year contract with Cantor-Educator Rebecca Robins.

**Adjourn:** The meeting was adjourned at 9:14 p.m.

Respectfully submitted, Laura Steel, Secretary