

**WORSHIPING TOGETHER.
CARING TOGETHER.
WORKING TOGETHER.**



**HAR SINAI CONGREGATION
BIENNIAL REPORT
2009-2011**

HAR SINAI CONGREGATION'S MISSION AND VISION STATEMENTS

The Mission Statement and Vision Statement both were updated at the beginning of the 2009-2011 Administration and adopted by the Board of Trustees. These Statements are the foundations upon which all of our deliberation and decisions have rested.

MISSION STATEMENT

Har Sinai Congregation is a dynamic, caring community that honors our Jewish tradition to continue the covenant while empowering members to explore relationships with God, Torah and the world around us.

VISION STATEMENT

Har Sinai Congregation re-affirms its historic role as a community of “reformers, liberals, experimentalists, and innovators.”¹ This is reflected in our approach to worship, our outreach to new members, our educational offerings, our programming, our commitment to social action, and the roles we assume in the Jewish and general Baltimore community.

In this, the 21st Century, we will continue to be innovators: in worship, in learning, and in technology that shall be used to enhance our educational endeavors and temple operations.

While maintaining our commitment to our heritage, we will continue to explore new modes of worship in words and music.

Because we recognize that education is key to the future of our people, Har Sinai dedicates itself anew to lifelong learning with the purpose of inculcating and imbuing within our members, an energized love and knowledge of Judaism:

- In our children through our youth education and programming
- In parents by educating parents and their children simultaneously
- In all members through exploring and sharing the joy of Judaism and its on-going relevance in their lives

We will build a deep sense of community amongst our members so that our Congregation is a center for them to find social, educational, and cultural fulfillment. To this end, our activities and programming will be focused on contemporary living...its challenges and opportunities.

We will achieve and maintain financial stability through managed growth, focusing on both attracting and retaining members and staff who share our Vision.

Leadership is crucial to our future as a Congregation, and thus we affirm our commitment to broaden our volunteer involvement and to pro-actively develop leaders to serve Har Sinai Congregation, the Jewish community, and the Baltimore community-at-large.

We re-dedicate ourselves to deepen and broaden our commitment and that of our children to the State of Israel as a home for all Jews.

¹ “Legacy of a Liberal” p. 9-10

MESSAGE FROM THE PRESIDENT

As we look back over the past two years, I am in awe of how much we have accomplished together. I have truly been blessed to have had such a dynamic Board and hard working committee chairs and lay leaders. Working together as lay leadership, Congregants, clergy team and office staff, we have seen the power of people committed to a Mission and a Vision for our beloved synagogue.

Let's look at many of the major initiatives that we have accomplished together and that will impact Har Sinai Congregation (HSC) for years to come, for we truly did sacred work these past two years:

We leveraged the value of our time searching for our long-term Rabbi by hiring an experienced Interim Rabbi, Darryl Crystal, who helped us focus on our goals and inspired and guided our **Torah Restoration Project**. With the selection of **Rabbi Benjamin Sharff as our 15th Rabbi**, we secured our entrance into the next generation of Congregational eminence. The entire HSC community joined together to welcome Rabbi Sharff and his family into our Congregational family.

One of the most exciting projects we've undertaken as a Congregation was seeing **all seven of our historic Torahs fully restored** in a year-long effort that brought together our entire HSC community. Our Siyuum ceremonies were truly spiritual highlights of 2010. And in 2009, we initiated the **Annual Rabbi David Einhorn Awards/Heritage Celebration** to honor our storied past, while focusing on building to our future.

Through the generosity of two anonymous donors, we were able to **construct our second Mausoleum** at our Garrison Forest Cemetery, enabling us to meet the growing request for above ground burial for one's final resting place and to maximize the use of this cemetery property.

The wonderful sacred space of our **Myerberg Chapel has been dramatically transformed**, and we are all very grateful to the Myerberg Family for directing and funding this renovation. Much of our worship is in this very sacred space, and the magnificent "makeover" has provided a wonderful backdrop for prayer and reflection. Special thanks to Brotherhood and Sisterhood for providing the funding to purchase motorized window shades, sheltering our eyes from the brilliant Shabbat morning sun that streams through the wall of stained glass.

I hope many of you have had the opportunity during the past two years to participate in our **innovative worship services** that have included Shabbat Rocks, Family F.U.N.N. Shabbat, High Holiday Family Services, Sunday Morning Religious School and Family Services, Monday and Tuesday Hebrew School Services (led or co-led by B'nai Mitzvah students), and the Adult Tu B'shevat Wine Tasting and Seder.

HSC's **commitment to the youth and families** in our Congregation remains a crucial part of synagogue life. This year, we launched a new Family Programming initiative under the direction of a newly hired Director of Family Programming Melanie Waxman. Our family programs have been very well attended and have been greeted by much enthusiasm. Additionally, we created three part-time positions from one full time Youth Director position, enabling us to hire different skill sets in order to best match the needs of students in grades 3-5, 6-7 and 8-12 as well as family programming. We also developed a new section of our website, Family Central, to share news about our family programming. HSC this year is also excited about the success of BEIT-RJ (**B**altimore **E**ducation **I**nitiative for **T**eens of Reform Judaism) programming for our high school students and provided staff and our own Congregational facilities for this program.

The **development of our lay leadership** is paramount to the future of our Congregation, and over the years, we have been blessed with many wonderful leaders. To continue and enhance this tradition, we conducted the HSC Leadership Development Institute this spring, and 17 participants have been mentored to expand their leadership commitment to the Congregation. Additionally, during this biennium, as part of the **Community Building Initiative**, we launched a Council of Committee Chairs that meets regularly to create synergy amongst committees and build wider and deeper relationships throughout our Congregational community. We also conducted annual Board and Committee Chair retreats in 2009 and 2010, bringing in local and nationally recognized organizational development experts, and we initiated a leadership list serve to facilitate communication across the leadership cohort. Most importantly, we have re-focused the Board to play a more strategic role, and the Board has been involved in setting and evaluating progress toward biennial goals of the Congregation. All Board meetings have incorporated a strategic session at the beginning of the meeting. This year, for the first time since 2006, our bylaws have been revised, and proposed bylaw revisions taken to the Annual Meeting for consideration by the membership.

As we look toward the future, **the short and long term financial security of the Congregation** becomes paramount. To this end, we are sharing with the Congregation at the Annual Meeting the “T” Plan...Financial Security for “T” oday and “T”omorrow. This will include The Rabbi’s Club to help fund our day-to-day operational expenses and a Foundation, if approved by the Congregation at the upcoming Annual Meeting, to complement our Legacy and Endowment Fund and provide long-term financial soundness. This year, we also launched a Deferred Giving program to recognize those that have included HSC in their estate plans and to encourage members of the Congregation to help us provide for the generations to come, and 15 families will be honored in May as founding members of the Legacy Society for their intended gifts.

In keeping with the principles of **sound financial management**, we established a Budget Review Committee and developed numerous tools to measure and monitor our finances. We also re-wrote an Investment Policy for management of our Legacy and Endowment Fund, which grew from \$726,000 in May, 2009, to approximately \$1.85 million, and we appointed a Legacy and Endowment Fund Advisory Committee to oversee management of the Fund in accordance with the bylaws. This growth was the result of monies that came to us through the sale of the Har Sinai House and Robert Balter House, deferred giving gifts, earmarked contributions and investment income. And very importantly, we eliminated our MUM (Maintenance of Union Membership) debt with the Union for Reform Judaism.

We all are very proud of **the “greening” efforts undertaken by the Congregation** over the past two years and the fact that HSC signed the Baltimore Jewish Environmental Network (BJEN) Green Synagogue Covenant of Commitment, dramatically reducing our trash, lowering our energy costs, and earning national press coverage for our efforts.

Two publications that were produced this year are our **new Congregation Directory**, with much needed updated Congregant data, and a brochure describing our beautiful facilities for Congregant use for life cycle and other social events. We have also **upgraded and enhanced the Connection**, our monthly Congregational newsletter, continuing electronic publication and using all Congregational volunteer human resources to produce this monthly publication, saving over \$12,000 annually.

As part of our ongoing communications program, we have **significantly enhanced the HSC website** to make it more user friendly for both Congregants and the community, and we have insured it is updated on a regular basis. We also initiated **the e-Connection**, a weekly e-mail that communicates the schedule of services and activities to the Congregation every Thursday. With the expanded use of our public relations firm, we have assured that our activities are continuously being publicized to the community, and we have been fortunate to secure several feature stories during the past two years. Additionally, we instituted a Style Guide, as well as other vehicles to professionalize and standardize our communications function in order to lay the groundwork for a rebranding effort.

“FOR THE TASK IS TOO HEAVY FOR YOU; YOU CANNOT DO IT ALONE.... YOU SHALL ALSO SEEK OUT FROM AMONG ALL THE PEOPLE THOSE WHO ARE CAPABLE AND WHO FEAR GOD....LET THEM SHARE THE BURDEN WITH YOU.”

EXODUS 18:18; 21-22

The responsibility of service as Har Sinai Congregation's President is a Mitzvah...a holy undertaking to be part of a team of passionately committed lay leaders, gifted and innovative clergy and tireless, devoted staff on a journey that is part of an endless continuum. My heart is filled with admiration for each officer, committee chair, lay leader and Congregant with whom I have walked on this journey. I am awed by your love of Judaism, devotion to Har Sinai Congregation and selfless giving as volunteers. Without every hand and mind and heart, every smile, each word of encouragement and offer of wisdom, we could never have accomplished even a fraction of what we achieved during the past 2 years. My cup runneth over with appreciation. To the staff, we owe a huge debt of gratitude for all they do every day to insure that literally a thousand plus activities and events as well as Worship Services throughout the year take place as envisioned and that our planning and dreaming becomes reality.

Much has been written in synagogue management about the vital importance of the "3-legged stool:" the critical balance of the Rabbi, the Executive Director and the President. Thank you, Rabbi, for your counsel, your endless patience, your dry sense of humor and capacity to listen, endlessly! We are extraordinarily blessed that, perhaps, through Divine intervention, our paths converged, and you are our spiritual leader. And thank you Dick, our omnipresent Executive Director, for your tenacious management of the tactical underpinnings necessary to provide the foundation for our sacred journey. We have shared the vision and laughed under the weight of the tasks, ever mindful of the expectation of excellence and consequence of error for each of us!

To my loving and patient husband, I thank you for hours of listening to my organizational development chatter, for never seeming to mind the last two years of eating dinner alone or with friends while I attended meetings or sat at the computer all night...and for guiding us to Har Sinai Congregation so that we would have a synagogue "community" in which to find spiritual sustenance and loving and supportive friends.

And to all of YOU, the members of Har Sinai Congregation: without you there would not be a Har Sinai Congregation, a cherished spiritual family, a proud and committed community. I am humbled to have had the privilege to serve you and to be sheltered by your lovingkindness. Thank you for these two years.

L'Shalom,



A handwritten signature in black ink that reads "Louise".

Louise Zirretta, President
2009-2011

MESSAGE FROM THE RABBI

What an amazing first year this has been. After moving into my new office and unpacking my books, things really began in full swing. My family and I enjoyed a number of Meet & Greet including a summer bar-b-que enjoyed by many members of the Har Sinai Congregational family and potential members as well. During this time, we quickly shifted into preparations for High Holy Days, which included a whole new model for structuring the Service in a way that we can duplicate for years to come.

The High Holy Days arrived early, at least according to the Gregorian calendar. Not only were the Services and music tremendous, but we also instituted a new Family Service followed by quality youth programming both for Rosh Hashanah and Yom Kippur. The Rosh Hashanah Family Service was so popular, we had to constantly go back to grab more chairs because the Myerberg Chapel was bursting at the seams.

High Holy Days were followed by Sukkot, which included luncheons and dinners under the sukkah as well as opportunities for everyone in our community, and especially our Religious School students, to fulfill the mitzvah of taking up the lulav and etrog.

Sukkot blended into November with the Adult Institute for Jewish Learning. I taught a course on Moses Maimonides that was well received by members and non-members alike. We all enjoyed learning about one of the greatest minds in Jewish tradition as well as exploring the possibility for Jewish-Muslim intellectual co-existence.

We have introduced weekday tefillah for our Monday and Tuesday Hebrew School and for our Sunday morning Religious School. These worship experiences have not only been well received, but they have also introduced parents and grandparents to many of our melodies and prayers as well as reinforced them for our Religious School students.

In November, we also introduced a highly successful Erev Shabbat program simply called, "Chardonnay Shabbat." It was also around this time that our Simcha Service was transformed to our Shabbat Rocks! Service with the introduction of our soon-to-be-named, all volunteer (except for Wally) Rock Band. Our repertoire has been increasing for each Service and is now one of our most successful Shabbat evening services.

As a community, we celebrated Hanukkah with a siyyum, or as we called it, our Chanukat-Torah. It was our rededication of our Heritage Scroll, whose restoration had just been completed. Our Chanukat-Torah, featured in both print and on the local TV news, could not have been accomplished without the guidance of our Torah Restoration Committee and our Religious School students who all participated in this wonderful event.

In February, we introduced the highly anticipated and warmly received Adult Tu B'Shevat Wine Tasting and Seder. This included a great meal and introductions to kosher wines in preparation for Passover, as well as youth programming for the kids. This was followed by a wonderful music-in-song for Shabbat Shira led by Cantor Schwab, Wally Ford and our choir.

Our Purim Extravaganza entitled, "A Prairie Home Megillah," featured all of our Religious School students, members of HaSTY and teaching assistants, as well as our staff and others. It was a wonderful celebration of all things Purim, followed by a terrific carnival. Of course this was just a taste of the many Purims to come.

We have been blessed with wonderful Family Education programs under the guidance of Melanie Waxman, including the highly successful and innovative Passover University. Our HaSTY youth group continues to be top notch as guided by Ben Fuld. And we have had great Jr. Youth Group programs as well.

By the distribution of this Annual Report, we will have held a delicious second night seder, enabling all to participate in one of the most observed of all Jewish festivals.

Our Religious School has continued on its path towards excellence under Sheila Mentz's stewardship. We are looking forward to supplementing our programs with more technological advancements and a curriculum that works in conjunction with teaching and learning styles from our students' secular education as well.

Our B'nai Mitzvah have been some of the best in the greater Baltimore Area. Not only do our students do more than many of their counterparts, but the Services themselves are well led by our B'nai Mitzvah who really are some of the shining stars of Har Sinai Congregation.

We had an amazing Confirmation trip to Washington D.C. where our confirmands spent time with students from Memphis. They also toured the Spy Museum, the Religious Action Center, and they had a personal guide for their time at the National Holocaust Museum.

Sadly, amidst all this joy, there have been the deaths of loved ones in our community; others have been ill and ailing. We have, as a Congregation, continued to reach out to all those in need during life's critical moments. Thankfully, there have also been births, brises, baby namings, consecration, B'nai Mitzvah, weddings, at least one conversion, and the upcoming Confirmation of nine of our dedicated students.

As a staff, we have also dedicated more time to working on achieving professional goals and on creating more institutional memory. This includes recording, revisiting and strategic planning for events both in preparation for them and in review.

There have also been many staff, committee, and Board meetings, all with the goal of continuing to better the Har Sinai Congregational community. We are looking forward to continuing to build upon our many successes in many areas including worship, in-reach, outreach, education and community caring, among others. Our Leadership Development Institute has been and will continue to be invaluable in this process.

We have reinvigorated our visioning process with Strategic Planning focusing on where we want to be as a Congregation in the next ten years and beyond. And I am proud to be part of this process to help guide the future for Har Sinai Congregation.

But none of this would have been possible without the hard work and diligence of the officers of Har Sinai Congregation. Under Louise Zirretta's tremendous stewardship with the support of Elaine Salisbury, Arthur Gold, Joanne Goldsmith, Jeffrey Stark, Stewart Sachs and Scott Hayet, I have been able to learn and grow with you the members of Har Sinai Congregation. I personally owe a debt of gratitude to each one of them for taking me under their wings during this time of transition and transformation.

Coming up, we still have my installation on May 20, and our Confirmation service in June. There is so much to look forward to, but looking back, we have accomplished a tremendous amount. This would not have been possible without the support of our amazing staff guided by the ever able Dick Forman as well as our newest staff member Monica Blum. We have also been aided by our support staff, maintenance crew, teachers, Board members, committees, and the Congregants of Har Sinai Congregation. It could not have been such an important transitional year of growth and rededication to Har Sinai Congregation without all of you. Thank you for all of your efforts, and may we continue to move from strength to strength.



A handwritten signature in black ink that reads "Rabbi Benjamin Sharff". The signature is stylized and cursive.

Rabbi Benjamin Sharff

COMMITTEE REPORTS

ARZA (ASSOCIATION OF REFORM ZIONISTS OF AMERICA)

- Educated Congregants about our efforts to promote Reform Judaism and to support Israel, increasing the awareness of Congregants about the challenges that Reform Judaism faces in Israel and challenges faced by Israel, which change day by day.
- Weekly ARZA updates appeared in the e-Connection and monthly articles were contributed to the Connection to update Congregants on current events concerning Reform Judaism and Israel.
- Nearly ten-fold growth in HSC ARZA membership over the past two years:
2009-2010 – 24 MEMBERS
2010-2011 – 222 MEMBERS
- Participated in Community Building Initiative by co-sponsoring activities and events with: Sisterhood (trips to the Jewish Museum of Maryland), Brotherhood (annual joint breakfasts with speakers discussing Israeli topics), Social Action (Havdalah services) and our Religious School (having our students sing Israeli songs at various events).
- ARZA has become an integral part of the spiritual and social culture at HSC, enabling us to connect Reform Judaism, HSC and each of us with Israel. The ARZA Committee has been incorporated into the fabric of what HSC is all about.

BJEN (BALTIMORE JEWISH ENVIRONMENTAL NETWORK) LIAISON

- HSC became a signatory of the BJEN Green Synagogue Covenant of Commitment in October, 2009; as a result, the Congregation:
 - Discontinued the use of disposables for all meetings and events and committed to use dishes and silverware, dramatically lowering output of trash and refuse.
 - Completed a Facility Energy Audit in May, 2010, resulting in multiple replacements of facility equipment with energy-saving alternatives, thus decreasing energy use throughout the building.
 - Consolidated services and meetings to use smaller spaces with lower energy demands.
 - Conducted an on-going Congregational education campaign to explore the intersection of Jewish values and environmentally sustainable practices.
 - Made presentations to the committee chairs (based upon extensive research) regarding how disposables from beginning to end impact our immediate and future environment.
 - Contributed a monthly column in the Connection that highlighted such topics as: energy saving resources for Congregants; the importance of trees for Tu B Shevat; energy savings check lists for families; the state of our potable water; where and how to purchase eco-friendly home cleaning and care supplies; updates on environmental community; and political issues regarding “greening.”
 - Collaborated with the Social Action Committee to achieve common goals.

BLOOD DRIVE

- Scheduled Blood Drives in November of 2009 and May of 2010.

BYLAWS/PARLIAMENTARIAN

- Completed review of bylaws and brought proposed amendments to Executive Committee, Board and membership; this has been the first bylaws review in 5 years.
- Prepared material for presentation of proposed amendments to Congregation at the May 1, 2011 Annual Meeting.
- Drafted policies for Board consideration to respond to needs that arose from general operations. Other policies arose from:
 - Communications Policy
 - Guidelines for Congregant Presentations
 - Weather Closing Policy

CARING

The Caring Committee, made up of nine dedicated people, has done a wonderful job in attending an untold number of funerals and shiva houses of members and their families. We have also written more notes than can be counted of condolence and congratulations. We have received many compliments and heartfelt thanks from those we have served.

CEMETERIES

- Worked with Executive Director, Executive Committee and donors to plan, fund and launch the construction of a new Mausoleum
- Reviewed cemeteries policy and procedures; updated cemetery contract and deeds, creating new documents for the new Mausoleum.
- Met and worked with Chizuk Amuno Congregation Cemetery Committee and leadership to insure on-going communication regarding both Congregation's Garrison Forest cemeteries.
- During this Biennial Period:
- 92 Burials
 - 2 Erdman Avenue Mausoleum
 - 88 Garrison Forest Lots
 - 2 Garrison Forest Original Mausoleum
 - 36 Lots and Mausoleum Crypt Sales
 - 1 Erdman Lot
 - 28 Garrison Forest Lots
 - 7 Garrison Forest New Mausoleum Crypts

COMMUNICATIONS

- Advised on communications initiatives to create awareness of Rabbi Sharff's arrival as our 15th Congregational Rabbi.
- Advised on communications initiatives for the Torah Restoration Project.
- Initiated the early stages of a "branding" effort by working with committee chairs to teach fundamentals of publicity for their events (this was accomplished through the "Gold," "Silver" and "Bronze" publicity levels); also produced Style Guide for consistency in internal and external communications.

DEFERRED GIVING

- Launched a Deferred Giving Program, the first for the Congregation.
- Identified 15 families that have remembered HSC in their estate planning and will honor them in May as founding members of the Legacy Society.

DIRECTORY

- Published 2011 Congregational Directory, producing \$7,000 in surplus revenues over expenses.
- Updated all membership information for over 450 members.
- Reorganized and redesigned the Directory to make it easier to read.
- With an all out effort on the part of Congregational members, over 100 ads were sold to make this Directory a successful fundraiser for the temple.

FINANCE

FINANCE COMMITTEE

- Oversaw the development and adoption of a Comprehensive Investment Policy to govern the Legacy and Endowment, Perpetual Care Fund and Allocated Funds.
- Appointed Legacy and Endowment Fund Advisory Committee to oversee the newly grown Fund.
- Developed "T" Plan ("T"oday and "T"omorrow) as a blueprint for Congregation's financial security; launched Rabbi's Club for "T"oday and proposed bylaws amendment to form Foundation for "T"omorrow.
- Engaged new Accounting and Investment firms to work as partners in our growth.

BUDGET REVIEW COMMITTEE

- Streamlined annual budget preparation process, developing tools to facilitate the process.
- Met monthly to review actual and to correct controllable variances.
- Worked with Finance Committee to clarify budgeting issues to Board of Trustees.

MUM (MAINTENANCE OF UNION MEMBERSHIP)

- Worked with MUM Representatives to eliminate past debts.
- Har Sinai Congregation is now current with its MUM obligations to the URJ.

GORDON TRUST

- March 27, 2011, presented H'Shomer Trio, performing Israeli and Jewish music.
- April 3, 2011, presented Artists from The Chesapeake Chamber Opera: "Around the World in 80 Minutes: The Many Lands of Italian Opera"

HERITAGE CELEBRATION

- Initiated Annual Heritage Celebration/Rabbi David Einhorn Awards to honor our past as we build for our future. In the first year, 2009, we honored 4 families and 3 individuals in a stirring evening ceremony and reception. The feature of the award program was a video, "Noble Cause," recounting the history of the early leaders of HSC, researched and produced by the HSC Historian.

- In 2010, seven families/couples were honored, and Rabbi Howard A. Berman, Executive Director of the Society for Classical Reform Judaism, returned to Baltimore to serve as the evening's speaker and share insight about the roots of America's Reform Movement and the crucial role played by Rabbi David Einhorn. Rabbi Berman had served HSC as a student Rabbi in the early days of his career. The event was elegant and meaningful, but made even more "cozy" by a loss of electricity in a raging storm!

HISTORIAN

- Recorded the "Noble Cause" program (the history of the early leaders of HSC delivered at the first Einhorn Dinner) and burned it to DVD so that it can be viewed at any time by members or students of the Religious School. Copies are available upon request.
- Met with staff at the Jewish Museum of Maryland to present "Noble Cause" to the Museum's Har Sinai Congregation collection and to augment the Museum's research.
- Initiated a scrapbook of articles about HSC and its members in the news over the past two years.
- Worked with Baltimore Heritage to find out how HSC can be of assistance in the effort to rebuild the Hebrew Orphan Asylum, founded on property donated by early HSC member William Rayner.

HOUSE

- Worked with Executive Director Dick Forman to identify facilities improvements and repairs.
- Coordinated efforts with the BJEN Liaison to perform Energy Audit and to identify ways to cut our energy consumption and production of refuse.

INTERFAITH OUTREACH

Planned programming of interest to our interfaith families such as "Major Milestones" (lifecycle events and interfaith families); "Who's Coming to Dinner...Elijah or the Easter Bunny?" (the fundamentals of Easter and Passover); "On Common Ground" (similarities and differences between Judaism and Christianity); "Family Matters: An Open Discussion"; and a family Ravens game.

LEADERSHIP DEVELOPMENT

- Conducted a 2011 "class" of the HSC Leadership Development Institute
 - Updated and enhanced URJ and Congregational materials to create an exciting curriculum.
 - Utilized both Congregational talent and community experts to train participants.
 - Successfully trained a "class" of 17 emerging leaders in Har Sinai Congregation in goals, management and leadership skills.

LIBRARY

- Conscientious Library volunteers entered Library resources onto Excel, for the purpose of accessing Library resources electronically; maintained Library exhibits and undertook myriad of tasks.
- Library Fund renamed the David Goldsmith Library Fund in memory of David Goldsmith and his devotion to this Library.
- Developed comprehensive Library Policy reflecting Mission and Goals of Committee.

- Developed liaison relationships between the Library and: Youth Education and Life Long Learning Committees; Director of Youth Education; Director of Family Programming; Senior Youth Director; and Junior Youth Advisor; welcomed Parent-at-Large representative to Committee.

LIFE-LONG LEARNING

- Introduced new program, Sefer Salon, to discuss short literary pieces for, by and about Jewish themes.
- Participated in the Torah Restoration Project to insure that we maximized the “teachable moments” from the Project.
- Continued ongoing weekly Torah Study.
- Collaborated with Library Committee, Brotherhood, Long Range Planning and Leadership Training Committees to further their programs.
- Began planning for 2012 Shusterman Scholar in Residence Program.

LONG RANGE PLANNING

- Long Range Planning formed an Advisory Group that led the Committee through an educational process that examined the state of the Congregation.
- Developed a consensus of the critically important areas on which to focus and the sentinel questions to be addressed in Long Range Planning.
- After allowing time for Rabbi Sharff to arrive and familiarize himself with the Congregation, the Committee developed and populated three workgroups centered on Finance, Membership and Education. Leaders of these workgroups have organized meetings as the important effort to define our needs, opportunities and future direction progresses.

MEMBERSHIP

- Revised Membership packet and fees to reflect best practices and posted on website.
- Partnered with Social Action Committee to set up a Welcome Table at High Holy Day services the past two years. “Green” Bags and water sippers provided at that time to all members.
- Created New Member Service, Breakfast Orientation and Havdalah at Home to welcome new members.
- Made welcome calls to new members, along with the call also being made to any newly joined members (these calls were a new initiative).
- Made telephone calls to all members at High Holy Days, Chanukah and Passover to wish them Yom Tov.
- Called members resigning to determine reasons for resigning with resolution of concerns when possible.
- Developed/updated Procedure for Resignations so that process was “policy.”

SOCIAL ACTION

TIKUN OLAM PROJECTS (REPAIRING THE EARTH)

Adopt a Highway on Brooks Robinson Drive; Community Supported Agriculture for our members with donations of organic fruits and vegetables to the Hannah More Shelter; High Holy Days Welcome Table; "Green" giveaways: support of Green Neighborhood Challenge with Clean Currents and continued partnership with Baltimore Jewish Environmental Network.

TZEDAKAH (CHARITY)

Helping Hands Tzedakah Box; Birthday Angels in Israel; Nothing but Nets through URJ; High Holiday Food Drive; Purim to Passover Food Drive; One Can/One Community Food Drive; Blanket Drive for Hannah More Shelter.

GEMULET CHASIDIM (HELPING THE SICK)

Quarterly meals served to families at Ronald McDonald House, Race for the Cure, and Purple Stride Pancreatic Cancer Race.

COMMUNITY BUILDING INITIATIVE

Partnering with ARZA (Havdalah), Brotherhood (Breakfast Meeting) and Sisterhood (Women's Seder), as well as participating in a yearly Social Action Shabbat Service.

TORAH RESTORATION

- This spiritual endeavor resulted in the successful restoration of all 7 HSC Torahs (including one we discovered along the way!). It brought together all ages and segments of our synagogue community in a sacred effort: working on the project and participating in writing the letters of the Torahs; conducting education sessions to learn about Torah writing and restoration; raising funds for the restoration; publicizing the effort; and celebrating at the Siyyum and Chanukiat Torah...all as one family.
- Committee raised a net of approximately \$90,000.
- What began as an ambitious six month project, extended to nearly a full year!

WEB MASTER

- Served as Congregational photographer to photograph synagogue events and have on-going photographic record of HSC activities and events.
- Posted these photographs to the HSC web site, insuring that there is continuous rotation showing the breadth and depth of Congregational activities.
- Submitted all website updates and edits to website host.

WORSHIP

- Worked with clergy to shape Services throughout the year, to help facilitate the introduction of new and innovative worship Services and to create meaningful High Holy Day Services.
- Helped launch the very successful Pray 'N Stay.
- Resolved question of optimal times for Services and stabilized scheduling.
- Reviewed High Holy Day Services for adults and children and each year Rabbi and Cantor to obtain clergy and Congregational feedback.
- Provided lay leadership when both Rabbi and Cantor are away.
- Helped to plan the successful introduction of the Reform Movement's new siddur, Mishkan T'filah, to the Congregation.
- Planned and implemented the Congregational Passover Second Seder.

YOUTH EDUCATION

- Hired a Director of Family Program and Education, a Senior Youth Director and a Junior Youth Advisor. Our Director of Family Programs, came to us with much experience, enthusiasm and creativity. She has begun to build a community of learners with the Religious School parents and her Sunday morning Family Education programs. The Rabbi has been part of the planning as well as a facilitator in these activities.
- This was the first year we split the full-time position of Youth Director (serving 8th through 12th grades) into three part-time positions. This meant adjusting some of the past activities undertaken by the full-time position so that we could serve all three Youth and Family segments, and the “trade off” helped us see the benefits of programming in all three segments.
- The Religious School Parents’ Association joined with the committee to assist with the Purim Carnival. We are indebted to them for this and the time and monetary contributions they make to the school.
- A key goal of our Committee was the active role of the new Rabbi in the Religious School. Rabbi Sharff leads a Sunday morning Service for parents and children. Afternoon Hebrew School also begins with a Service. Through his supervision of the staff, he has begun to determine a course of action for the Religious School and Congregation in becoming a “blue-ribbon” religious institution of learning.

CBI (COMMUNITY BUILDING INITIATIVE)

- Sponsored the Council of Committee Chairs (CCC): meetings on a frequent basis of committee chairs as a forum in which they collaborated to co-sponsor events, shared strategies to grow their committees, identified tactics to fund events and streamline logistics of event sponsorship, and coordinate planning around the Congregation’s Master Calendar.
- Brought leadership development programming to the CCC and facilitated several joint Board and CCC Meetings to broaden understanding of Congregational tactical and strategic goals; gave committee chairs a foundation in the importance of synagogue leadership.
- Facilitated the sharing of Bimah Mitzvah and Oneg sponsorship.
- Initiated the very successful monthly Congregational Pray 'N Stay.
- Facilitated the implementation of our Communications initiative through introduction of the Style Guide, Olympic Categories of Events and Publicity Request Form, all helping to get committees the right publicity to the right target audience using the right medium.

BROTHERHOOD

- Through successful fundraising such as Orioles Ticket Raffle and the sale of Entertainment Books, along with membership dues, the Brotherhood has paid for High Holy Days security and new Chumash (Torah Commentary) for Torah Study. Along with Sisterhood, Brotherhood has funded motorized window shades for the Myerberg Chapel, provided B’nai Mitzvahs with High Holy Day prayer books, given gifts to the Confirmands, and special gift items for our college students.
- Increased communication in trying to attract new and younger members through better use of the Connection, the e-Connection, emails, flyers, postcards and phone calls. We are hoping to start our own Facebook page as a means to attract and communicate especially with our younger members.
- Provided excellence in programming dealing with religious, educational, social, sports, Israel and medical topics through our numerous breakfast meetings, Paid Up Dinner, Orioles Baseball Game, and Guys Night Out. We also annually conduct a Brotherhood Shabbat service including awarding the Brotherhood Man of the Year Award. For the past two years, we also created and presented the Howard L. Krevolin Torah Scholar of the Year Award.

- Provided support for the Reisterstown Community Crisis Center through donations from our 50/50 raffles and encouraging our members to bring items for donations to all our functions.
- Planned joint Breakfast with the ARZA Committee and the Social Action Committee. In addition to our breakfast meetings, every year we have a joint opening meeting with the Har Sinai Congregation Sisterhood.
- Continued support for many other functions at HSC, including arranging for ushers for every Friday Night Shabbat Service and the High Holidays, and assisting when anyone else asks for our support.

SISTERHOOD

- Contributed substantially to the Torah Restoration Fund, and many members volunteered long hours with the sofer and Committee to make this dream a reality. Along with Brotherhood, Sisterhood has funded motorized window shades for the Myerberg Chapel and provided a gift of a High Holy Day *Machzor* to each Bar and Bat Mitzvah.
- Provided two weekend retreats for Sisterhood members of all ages, encompassing prayer Friday evening and Saturday morning, food both potluck and catered, and fun with the Cantor and with craft projects.
- Held an annual inter-generational Women's Seder, growing each year in popularity. Proceeds go to deserving Jewish charities.
- Worked closely with the Social Action Committee knitting hats and scarves for the homeless The "Chicks with Sticks" meet monthly for good works and good talk.
- Formed a Book Club, meeting regularly for bag lunch and discussion. This new activity has been a first for many members who did not participate previously.
- Our annual Sisterhood Shabbat and annual Lillian E. Shusterman Woman of Valor Award, provide recognition to many of the women for their hard work and dedication.

WORSHIPING TOGETHER.

CARING TOGETHER.

WORKING TOGETHER.

BOARD OF TRUSTEES

OFFICERS (2009-2011)

PRESIDENT	Louise Zirretta	2009-2011
FIRST VICE-PRESIDENT	Elaine Salsbury	2009-2011
SECOND VICE-PRESIDENT	Arthur Gold	2009-2011
THIRD VICE-PRESIDENT	Joanne Goldsmith	2009-2011
SECRETARY	Jeffrey Stark	2009-2011
TREASURER	Stewart D. Sachs	2009-2011
ASSISTANT TREASURER	Scott Hayet	2009-2011

TRUSTEES

Anne Berman	2008-2011
David L. Carp	2010-2013
John Colvin	2008-2011
Samuel Dansicker	2010-2013
Joe DeMattos	2010-2012
Lisa Dickler	2009-2012
Dr. Sheryl Jacobs	2008-2011
Vladimir Kats	2009-2012
Hyll Krevolin	2008-2011
Charles Levine	2008-2011
Judge Marc Nachman	2008-2011
Joel Oppenheimer	2010-2013
Judge Theodore Oshrine	2010-2012
Richard Samuel	2008-2011
Barbara Schlaff (Pres. Appointee)	2010-2011
Dr. Amy Shulkin	2009-2012
Micki Sibel	2010-2012

SISTERHOOD PRESIDENT	Myrna Retsky
SISTERHOOD PRESIDENT (DESIGNEE)	Janice Babitt
BROTHERHOOD PRESIDENT	Jay Burman
HaSTY PRESIDENT	Diana Goldsmith
CHAIR OF YOUTH EDUCATION COMMITTEE	Roberta Orman

PAST PRESIDENT TRUSTEES

Dr. Robert K. Brookland

Harold L. Burgin

Mark D. Dopkin

David Flyer

Janice C. Gold

H. Hammerman, II

Howard Kahn, *Immediate Past President*

Dr. Donald E. Milsten

K. Alan Orman

Joseph Ritter

David B. Rudow

Marshall J. Salsbury

Robert E. Segal

EX-OFFICIO TRUSTEES

RABBI

Benjamin Sharff

CANTOR

Ellen Schwab

EXECUTIVE DIRECTOR

Dick Forman

HONORARY TRUSTEE

RABBI EMERITUS

Floyd L. Herman

INVITEES

DIRECTOR OF YOUTH EDUCATION

Sheila Mentz

DIRECTOR OF FAMILY PROGRAMMING

Melanie Waxman

STANDING COMMITTEE CHAIRS

COMMITTEE	CHAIR(S)
BYLAWS	Judge Marc Nachman
CEMETERIES	Judge Marc Nachman
FINANCE	Stewart Sachs
BUDGET/BUDGET REVIEW	Marshall Salsbury/Scott Hayet
ENTREPRENEUR	Fred Schutzman
INVESTMENT	Stewart Sachs
L&E FUND ADVISORY	Stewart Sachs
MUM	Stewart Sachs/Alan Orman/Marshall Salsbury/ Scott Hayet/Dick Forman
HOUSE	Paul Walsky/Vlad Kats
MEMBERSHIP	Joel Oppenheimer
LONG RANGE PLANNING	Dr. Rob Brookland/Harold Burgin
NOMINATING	Howard Kahn
WORSHIP	Marlene Shapiro
YOUTH EDUCATION	Roberta "Bobbie" Orman

SPECIAL COMMITTEE CHAIRS

COMMITTEE	CHAIR(S)
ARZA CONCERNS	David Carp/Henry Louis
BLOOD DRIVE	Alan Cohen
CARING	Phyllis Louis
COMMUNICATIONS	Joe DeMattos/Jonathan Oleisky/Barbara Pash
DEFERRED GIVING	Hank Schlenger/Fred Schutzman
DIRECTORY	Herb Retsky/Fran Bernstein
GORDON TRUST	Jean Brenner
HERITAGE CELEBRATION/TORAH RESTORATION	Marshall Salsbury
HISTORIAN	Jeff Scholnick
HIGH HOLY DAYS SEATING	Janice Gold/Sara Lee Jacobson, transitioning to Cheryl Hayet/Nadine Sachs
HUMAN RESOURCES	Meryl Burgin/Barbara Schlaff/Louise Zirretta
INTERFAITH OUTREACH	Rebecca & Joe DeMattos/Karen & Chris Devaney
LEADERSHIP DEVELOPMENT	Dr. Donald Milsten
LIBRARY	Diana Jones
LIFE LONG LEARNING	Dr. William Petok/Michael Goldsmith

SOCIAL ACTION	Dr. Sheryl Jacobs/Noel Levy
BJEJ LIAISON	CeCe Rund
TECHNOLOGY	
WEB MASTER	Rick Samuel
COMMUNITY-BUILDING INITIATIVE	Joanne Goldsmith/Judy Kahn/Dr. Amy Shulkin
RABBINIC TRANSITION (INTERIM RABBI)	Elaine Salisbury
RABBINIC TRANSITION (RABBI SHARFF)	Abby Hoffman and Barbara Schlaff
YOUTH AND FAMILY TRANSITION	Cheryl Hayet

CONGREGATION STAFF

RABBI	Rabbi Benjamin Sharff
RABBI EMERITUS	Rabbi Floyd L. Herman
CANTOR	Ellen Schwab
EXECUTIVE DIRECTOR	Dick Forman
DIRECTOR OF YOUTH EDUCATION	Sheila Mentz
DIRECTOR OF FAMILY PROGRAMMING	Melanie Waxman
DIRECTOR OF YOUTH GROUP DIRECTOR	Ben Fuld
JUNIOR YOUTH GROUP ADVISOR	Michelle Bershad
ACCOUNTANT	Susan Bernstein
ADMINISTRATIVE ASSISTANT	Monica H. Blum
FACILITIES MANAGER	David Boblits
MAINTENANCE	Thomas McMillan/Sylvia Grinblat

L'DOR V'DOR LEGACY SOCIETY, FOUNDING MEMBERS

From its' founding in 1842, Har Sinai Congregation (HSC) has moved westward to Park Heights Avenue and north to its present site on Walnut Avenue, following the migration of its' members. Older members, some of whose names may have been forgotten, provided for the life of the Congregation. It is still important today that our members provide for the generations that follow.

A deferred giving program, **L'Dor V'Dor ... from generation to generation**, has been established to meet this need. The Legacy Society at HSC will allow the Congregation to recognize those members that have thoughtfully included HSC in their estate planning and wills.

Members of the **L'Dor V'Dor Legacy Society** will be honored and recognized at the annual Einhorn Founders Awards ceremony each spring.

If you have already included or are planning to include Har Sinai Congregation in your estate plans, we thank you and ask that you let Executive Director Dick Forman know so that we may recognize you as a **Founding Member of the L'Dor V'Dor Legacy Society**. To date, the Founding Members are:

DR. BARRY & ANNE BERMAN

DR. ROBERT & TERESA BROOKLAND

ARLENE M. BURMAN

JANICE C. GOLD

JOHN & SALLY HEYN

HOWARD & JUDY KAHN

JUDY & RICHARD MORRISON

THE LATE ALVIN MYERBERG

ALAN & ROBERTA ORMAN

DR. WILLIAM PETOK & BARBARA SCHLAFF

STEWART & NADINE SACHS

HAROLD A. & CAROLYN S. SCHLENGER

THE LATE HENRY F. SCHOENFELD

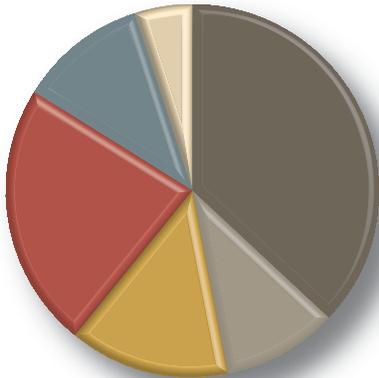
FRED & JANET SCHUTZMAN

DAVID & LOUISE ZIRRETTA

REVENUE & EXPENSES

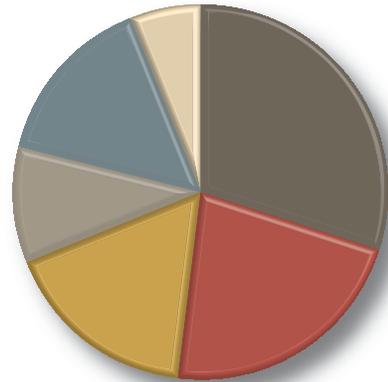
FISCAL YEAR ACTUALS 2009-2010

GENERAL FUND INCOME



■ DUES AND ASSESSMENTS	37%
■ RELIGIOUS SCHOOL	10%
■ PRE-SCHOOL	14%
■ FUNDRAISING*	23%
■ CEMETERY/MAUSOLEUM	11%
■ RENTAL, CATERING & OTHER	5%

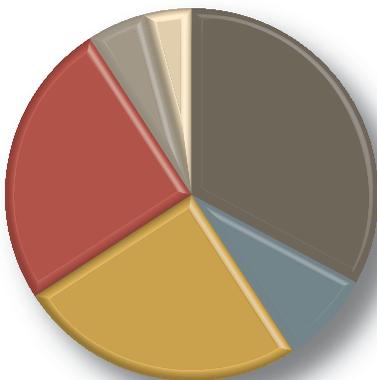
GENERAL FUND EXPENSE



■ PULPIT*	30%
■ ADMINISTRATIVE	22%
■ FACILITIES	17%
■ PRE-SCHOOL	15%
■ RELIGIOUS SCHOOL	10%
■ CEMETERY/MAUSOLEUM CONSTRUCTION	6%

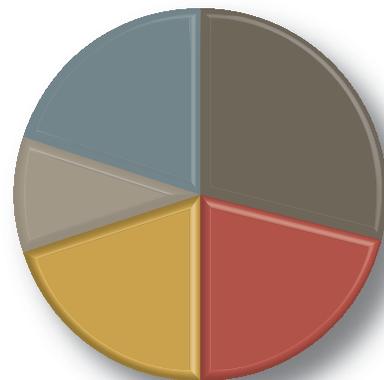
FISCAL YEAR PROJECTIONS 2010-2011

GENERAL FUND INCOME



■ DUE/ASSESSMENTS/BUILDING FUND	33%
■ FUNDRAISING*	25%
■ CEMETERY/MAUSOLEUM	25%
■ RELIGIOUS SCHOOL	8%
■ INTEREST INCOME	5%
■ RENTAL, CATERING & OTHER	4%

GENERAL FUND EXPENSE



■ PULPIT*	29%
■ ADMINISTRATIVE	21%
■ FACILITIES	20%
■ CEMETERY/MAUSOLEUM CONSTRUCTION	20%
■ RELIGIOUS SCHOOL	10%

*Includes Torah Restoration Project

HAR SINAI CONGREGATION AT A GLANCE

NUMBER OF FULL-TIME EMPLOYEES:	7
NUMBER OF PART-TIME EMPLOYEES:	25 (including Religious School teachers)
NUMBER OF MEMBER UNITS:	445
NUMBER OF STUDENTS IN THE RELIGIOUS SCHOOL:	202

ENTIRE MEMBERSHIP:	1270 Individuals: 75.9% under age 60
	0 to 21 = 403
	21 to 29 = 77
	30 to 34 = 29
	34 to 39 = 100
	40 to 49 = 206
	50 to 59 = 149
	60 to 69 = 139
	70 to 79 = 88
	80 to 89 = 65
	90 to 99 = 14

ZIP CODE BREAKDOWN OF MEMBERSHIP:	72.4% Outside Beltway
	21117 Owings Mills = 121
	21208 Pikesville = 83
	21136 Reisterstown = 75
	21209 Baltimore = 37
	Other Baltimore city zip codes = 36
	21093 Timonium= 30
	21030 Hunt Valley = 8
	21044 Columbia= 6
	21074 Hampstead= 5
	21071 Glyndon= 3
	21152 Sparks= 4

OPERATING BUDGET:	\$1,470,000
AVERAGE OF 150 ACTIVITIES A MONTH ON TEMPLE CAMPUS	
HAR SINAI WEB SITE HAS FULL CALENDAR OF EVENTS:	www.harsinai-md.com

WORSHIPING TOGETHER.

CARING TOGETHER.

WORKING TOGETHER.



HAR SINAI CONGREGATION
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OWINGS MILLS, MD 21117
410-654-9393
WWW.HARSINAI-MD.ORG