



2024-2027 Strategic Plan

Malkhut's Mission and Vision



MISSION

To cultivate a creative, progressive, intergenerational Jewish community in Western Queens, open to all who wish to practice Jewish spirituality through contemplative prayer, vibrant music, spacious meditation, and interactive study, in service of cultivating more compassion, lovingkindness and peace in our own lives, our neighborhoods, and in the world.

VISION

To transform Jewish people, fellow travelers and the world by creating connections to each other, to the One and to our greater community.

Our
community is
thriving

HIGH HOLIDAY
ATTENDEES

495

NUMBER OF PARTNERS

61

ANNUAL CAMPAIGN

\$33k



OLIM PAST &
FUTURE

13

Youth Institute
Registration

53

**Opportunities for
Engagement**

Youth Institute
Malkhut & Me
Olim BMitzvah
Kabbalat Shabbat
Shabbat Morning
High Holy Days
Malkhut Mishpacha
Song Circle
Holidays

Research confirmed key characteristics of Malkhut

What three words would you use to describe Malkhut?



Five Priorities Emerged

1 ENGAGEMENT
Invest in engagement and moving community members from awareness to deeper involvement

2 AWARENESS
Raise awareness of Malkhut to a broader audience within Western Queens

3 LONG ISLAND CITY
Determine the path for LIC engagement and growth

4 LOCATION
Optimize locations for services and programs

5 FINANCIAL SECURITY
Grow individual giving





Priority 1: Engagement

Invest in engagement to move community members from awareness to deeper involvement

As the Malkhut community continues to grow, opportunity exists to further deepen engagement with each individual. Deeper engagement will strengthen the community and enable Malkhut to better support the spiritual needs of its partners. Increased involvement looks different for each person but includes moving those who attend one service to more regular attendance, encouraging regular Shabbat attendees to participate in other programs, and expanding volunteer opportunities to name a few.

KEY STRATEGIES

- Expand programming/religious opportunities
- Enhance volunteerism
- Track engagement through deeper use of customer relationship management tools

WHAT SUCCESS LOOKS LIKE

An increase in activity/participation by person that indicates those aware of and interested in Malkhut are moving toward loyalty and advocacy.

ENGAGEMENT



Priority 2: Awareness

Raise awareness of Malkhut to a broader audience within Western Queens

Not everyone in Western Queens is familiar with Malkhut. While there is agreement that significant growth is not critical for a thriving community, there is opportunity to increase awareness of Malkhut and strategically grow attendance with new community members. By attracting new participants and achieving slightly greater scale, participants will be able to build relationships with a larger community and embrace the energy and engagement.

KEY STRATEGY

- Increase marketing and recruitment efforts

WHAT SUCCESS LOOKS LIKE

An increase in participation of first-time attendees to High Holidays or Shabbat services and/or an increase in those receiving the newsletter.

AWARENESS



Priority 3 – Long Island City

Determine the path for Long Island City engagement and growth

The expansion to Long Island City (LIC) is nascent. Over the next three years, Malkhut will deliberately seek to grow involvement and engagement in Long Island City to determine the long-term strategy for that location. By piloting and experimenting with programs, outreach, and partnership, Malkhut will have a clear view of how to support LIC long term.

STRATEGIES

- Invest in growing LIC participation
- Determine success of LIC initiative and make decision on next steps

WHAT SUCCESS LOOKS LIKE

Goals and a targeted plan for Long Island City that reflects and builds on the success and challenges over the next two years.

LONG ISLAND CITY



Priority 4 - Location

Optimize locations for services and programs

There is not an expectation of owned space, but Malkhut aspires to create spaces that reflect the community and in which we can feel at home. Predictability and clarity of where Malkhut can be found will create more ease for folks to engage consistently in programs and services and feel more stability.

STRATEGIES

- Mature Malkhut space to decrease variability, increase comfort, and establish systems that are aligned with needs
- Continue to explore new locations

WHAT SUCCESS LOOKS LIKE

Space for key services and programs that feels specific to Malkhut

LOCATION



Priority 5 – Financial Stability

Expand income opportunities to strengthen financial sustainability

Malkhut's financial stability is rooted in fundraising – both individual and foundations – and requires ongoing cultivation and maintenance. Over the next three years, there is opportunity to apply focused energy to increasing partnerships and individual giving to create a stronger financial foundation while also formalizing the philosophy for program fees to ensure a consistent, equitable, and sustainable approach.

STRATEGIES

- Continue to grow the number of partnerships
- Establish a clear process for major gift cultivation
- Create philosophy for program fees that clarifies when, why and how much for programs

WHAT SUCCESS LOOKS LIKE

Determine clear targets for Partners, major gifts, and annual campaign and meet expectations.

FINANCIAL STABILITY

To accomplish these priorities, Malkhut anticipates investing in key areas:

- Expanding capacity for BMitzvah candidates
- Budget to increase number of Shabbat Mornings
- Budget for facility updates
- Expanded role for the rabbinic intern
- Investment in tools for tracking partners, outreach, and fundraising
- Modest increase in administrative support



Malkhut Today

- Emerging community that continues to grow
- Strong representation of families with young children
- Nascent Long Island City community
- Relationships with partners poised for growth



Malkhut 2027

- Understanding of Malkhut's mission and vision within the broader local Jewish community
- Larger cohort of engaged adults without children
- Increase in students in the Youth Institute including BMitzvah candidates
- Warm and welcoming space that reflects our community
- Thriving community of engaged volunteers within Western Queens and Long Island City
- Strong partnerships that strengthen the Jewish ecosystem in Queens