

Background

When planning for the second year of her term as president of the Temple Beth Israel board of directors, Linda Ungerleider asked Dina Baker, the immediate past president, to serve as chair of the Development Committee. Linda also asked that Dina begin by facilitating a process to determine the congregation's strategic goals, and then structure fundraising around serving those goals.

All congregants were invited to a six-hour Strategy Day on Sunday, September 22, 2024. Just under 30% of member households were represented when 31 members gathered to develop the strategic goals together. Participants included: Tzvi Abusch, Brad Baker, Dina Baker (facilitator), Susan Baron, Andrea Baron, Gil Bohm, Catherine Cantrell, Denise Dickinson, Mark Frydenberg, Merrill Griff, Joan Kent, Jordan Kreidberg, Alan Levine, Dianne Levine, Mira Liang, Erika Mackin, Joshua Mandell, Rose Myers, Hankus Netsky, Ben Nudelman, Marilyn Racette, Ken Radnofsky, Violet Radnofsky, Zach Roe, Edie Rosenberg, Al Smith, Martin Taubman, Martha Tolpin, Bruce Trager, Linda Ungerleider, and Carl Weinstein.

Getting Started

The group began with clarity around the day's objectives and the participants' responsibilities.

The objectives were:

- To reach an agreement on the future of Temple Beth Israel, a common ground we can unite around
- To identify some of the beginning strategies for reaching that future
- To achieve a shared commitment across all the constituencies in taking action on those strategies

The recommendations would be for the participants and the broader congregation to implement—not to be handed off to the Rabbi, staff, or lay leadership.

The participants were seated in five groups at pre-assigned tables to ensure each had a mix of age ranges and years of involvement at TBI.

Preamble—Sharing Artifacts

Participants brought with them artifacts that represented their vision for TBI's future. There was a range of items, from ritual to mundane. As each person talked about why they chose their artifact, themes already began to emerge about TBI's envisioned future: a place of learning, of diversity, of belonging, of mutual care and comfort, of growth.

The Past

Next, the groups reconstructed the past 110 years, from TBI's founding in 1914 to the present day. Before examining our current state and planning for our future, it was important to honor our past and to remember that change and adaptation have always been a part of our history—and, in fact, our resilience. If we were to recommend new approaches for our future, doing so would be consistent with what has made us strong for more than a century.

Participants started this exercise working individually, filling in a 110-year timeline along one wall of the social hall. They included events that were global, that happened at TBI, and that occurred in their personal lives.



The timeline spanned much of one wall of the Temple Beth Israel social hall and captured 110 years of global, TBI, and personal history.

The timeline made it possible to quickly recognize some interesting facts. For example, the Jewish community in Waltham started a shul and bought the building at Harvard and Russell Streets against the backdrop of World War I and the first Red Scare, demonstrating hope in a time of strife. At the same time, we were seeing European Jewish immigration to the US. A decade later, a quota was imposed on Jewish immigration, yet one participant noted that this was when their family had its first generation born in the US.

Working at their tables, participants discussed the themes they observed and then reported their findings to the full group.

They identified these themes over our 110 years:

- TBI's members have lived exciting and full lives
- We are having more older people join
- There have been periods of more youth engagement
- Jewish history on a global scale
- The impact of Morris Hollender on TBI
- Modern technology & society
- Integration and secular society
- Boston demography/migrations; overall demographic change
- Wars continue
- Immigration accelerates
- TBI has become more egalitarian
- TBI has had strong lay leadership
- TBI has become more engaged in the community
- TBI has become more engaged in social justice



- A lot of people have returned to TBI
- TBI is known for its Tisch and Yiddish culture
- Economic issues
- Secularization (a desire for cultural vs. religious spaces); turning away from organized religion
- A rise in the rights of individuals and marginalized groups
- A rise of science followed by a rise in the distrust of science
- A rise in polarization
- Blurred truth—alternative facts
- Becoming right-leaning in Israel
- Pollution, extinction of species, global climate change, and destruction of habitats
- Large-scale food production
- Modern trends in art and music
- TBI has been a witness to all of this

The Present

With our history now fresh in our minds, we moved to the current day TBI, working individually to construct a shared mind map capturing the trends each participant has observed happening now:

- *Within* TBI; and
- *Affecting* TBI, but happening *outside* the congregation



On a large chart, they added these trends radiating out from “Temple Beth Israel 2024” at the center.

After everyone was finished adding trends, they all returned to the chart to mark connections they saw among the trends, using lines, arcs, arrows,

Addressing the Trends

After a 30-minute lunch break, we changed workgroups. Having spent the morning demographically mixed, we now sat in six affinity groups¹—working with people in similar age ranges and/or years of TBI engagement.

Considering the trends on the mind map, each group agreed on the top three to five key *underlying issues* that propel these trends. They then developed charts to identify how we are addressing and leveraging those issues now and what more we want to do.

In the charts below, under the heading “What more we would like to be doing,” keep in mind that these resulted from brainstorming. Participants did not expect that TBI can support all these activities at once. The lists provide a large menu to select from and prioritize as we move into the Action Group phase.

Membership Growth

Five groups selected the issue of membership growth, one focusing separately on overall membership and young membership. Collectively, these were the groups’ ideas:

Membership Growth	
What we’re doing now	What more we would like to be doing
<ul style="list-style-type: none"> • Word-of-mouth • Publicity/Marketing: <ul style="list-style-type: none"> ○ Advertising ○ Posting on Jewish Boston • Open house 	<ul style="list-style-type: none"> • Outreach <ul style="list-style-type: none"> ○ College students ○ Grad students ○ Census names ○ Hebrew College

¹ The morning groups were called M1, M2, etc. The afternoon groups were called A1, A2, etc. With instruction that this did not stand for “morning” and “afternoon,” the participants were challenged to figure out what the A and M denoted. Congratulations to Joshua Mandell, the only participant who identified them as “mixed” and “affinity.” He won a gift certificate to a specialty tea shop.

Membership Growth	
What we're doing now	What more we would like to be doing
<ul style="list-style-type: none"> • Events/programs • Social media • Outreach to Hillel • Zoom access • New member dinner • NextGen • Welcoming community • Rabbinic outreach • Sustaining membership model • Cemetery benefit • Increasing community activities • Yiddish programs • Porch sale • High Holiday visits 	<ul style="list-style-type: none"> ○ Young singles ○ During High Holy Days • Social media <ul style="list-style-type: none"> ○ Use newer sites, e.g., Instagram ○ Have dedicated volunteers to manage • Bring-a-friend program • Joint programs with Brandeis, Bentley • Social action • Publicity/Marketing: <ul style="list-style-type: none"> ○ News releases ○ Flyers at the supermarket, library ○ Advertising, esp. outside Waltham ○ Better market what we're doing now ○ Advertise concerts • Events/programs <ul style="list-style-type: none"> ○ Craft fair ○ Film festival ○ Cultural programs (art, music, literature, films)

Membership Growth	
What we're doing now	What more we would like to be doing
	<ul style="list-style-type: none"> ○ More talks, lectures, discussion ○ Exercise classes ○ More Sunday & Wednesday evening activities ● Age-specific programming <ul style="list-style-type: none"> ○ Children's programs ○ Young family programs and services ● Beautifying the space ● Increasing accessibility (e.g., for vision impairment) ● Provide TBI culture tips on website ● Education programs <ul style="list-style-type: none"> ○ More Hebrew lessons

Financial Stability

TBI's financial stability was addressed by all six groups. These were their collective ideas:

Financial Stability	
What we're doing now	What more we would like to be doing
<ul style="list-style-type: none"> ● Optimizing investments 	<ul style="list-style-type: none"> ● More space rentals / functions <ul style="list-style-type: none"> ○ Review rental fees

Financial Stability	
What we're doing now	What more we would like to be doing
<ul style="list-style-type: none"> • Raised dues; dues collection/reminders • Space rentals • Grants • Look for savings opportunities in our expenses • Non-member fee for High Holy Days • Have spending rules (trying to follow but failing) • Encourage donations <ul style="list-style-type: none"> ○ Kiddush sponsorship • Endowment • Online payment • High Holy Day appeal 	<ul style="list-style-type: none"> • Fundraising from external sources <ul style="list-style-type: none"> ○ More grants, grant writing • Increase membership recruitment • Planned giving/legacy program • Fundraising activities <ul style="list-style-type: none"> ○ Fill bingo niche ○ Community-wide ○ Yard sales, rummage sales ○ Cooking class ○ Jewish dance class ○ Concert ○ Shabbatons ○ Singles night • Explore building options <ul style="list-style-type: none"> ○ Consider selling building and moving to lower overhead location ○ Upgrade building systems • Have minimum dues • Publicity/Marketing:

Financial Stability	
What we're doing now	What more we would like to be doing
	<ul style="list-style-type: none"> ○ Increase awareness of sustaining membership model ○ Traditional and digital marketing ○ Tabling at local functions ● Donation options: <ul style="list-style-type: none"> ○ Paid Haftarah dedication ○ Name plaques ○ Donor dinners ● Charge for some TBI activities ● Capital campaign

Outreach, Engagement, and Community

Under a variety of descriptors, five groups selected the issue of outreach, engagement, and community. These were the groups' collective ideas:

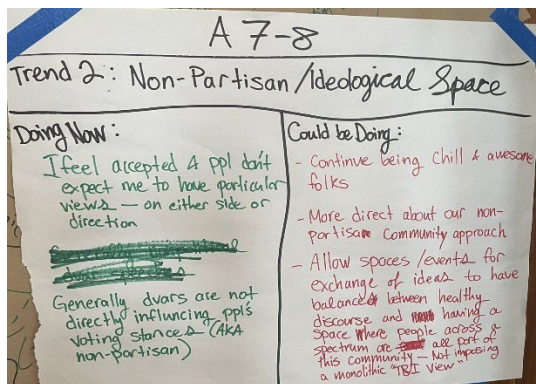
Outreach, Engagement, and Community	
What we're doing now	What more we would like to be doing
<ul style="list-style-type: none"> ● Warming Center ● Community invitations ● Healthy Waltham ● Waltham Fields ● Lopper Club ● LBGTQ engagement ● NextGen 	<ul style="list-style-type: none"> ● Outreach to: <ul style="list-style-type: none"> ○ BJEP ○ JF&CS ○ Yad Chesed ○ Gann ○ JCDS ○ Leland House

Outreach, Engagement, and Community	
What we're doing now	What more we would like to be doing
<ul style="list-style-type: none"> • Services • Kiddush lunch • First Friday Shabbat • Programs <ul style="list-style-type: none"> ○ Religious holiday programs, parties ○ Tasty Tuesday ○ Lectures ○ Tisch ○ Board games ○ Concerts ○ Yiddish ○ Social Justice ○ Women's Rosh Chodesh group ○ Nature walks ○ Movie night • Kitchen use • Education <ul style="list-style-type: none"> ○ Chanting lessons (engages people who have less familiarity) ○ Rabbi's classes 	<ul style="list-style-type: none"> ○ Colleges ○ Hebrew College ○ Israel Expat community • Bring-a-friend program • Social /environmental justice volunteering • More education <ul style="list-style-type: none"> ○ Yiddish ○ Trees/gardens ○ Guest speakers • More shared events with other synagogues • Programs <ul style="list-style-type: none"> ○ Wrestling/sports events ○ Cooking & baking classes ○ Bring back coffee house concerts ○ Exercise classes ○ Yiddish conversation group ○ Games (more) ○ Movies nights (more) ○ Food gatherings <ul style="list-style-type: none"> ▪ Potluck ▪ Ice Cream

Outreach, Engagement, and Community	
What we're doing now	What more we would like to be doing
	<ul style="list-style-type: none"> ○ Folk dancing (not only Israeli) ○ Author night ○ Singles night ○ Lectures (more; interesting topics) ● More programs not scheduled around services (Sunday afternoons, weekday evenings) ● Intergenerational activities

Social Justice, Diversity, Inclusion, and Belonging

All groups addressed social justice, diversity, inclusion, and belonging though



under varying terminology and with a range of focal areas from ideology to spiritual needs to social action. This is the most broad-based category in this report, and it could have been subdivided rather than fully combined. Two affinity groups each identified two separate issues that we

include in this category: those under age 45 with new or mid-tenure TBI engagement looked at “nonpartisan ideological space” as well as “inclusive and accessible community” and those 65 and older who are relatively new to TBI engagement identified “Antisemitism,” which is included here because it is typically addressed under TBI’s Social Action Committee, as well as “Activities for All Ages.” These were the groups’ collective ideas:

Social Justice, Diversity, Inclusion, and Belonging	
What we're doing now	What more we would like to be doing
<p><i>Ideological diversity/belonging</i></p> <ul style="list-style-type: none"> • Acceptance on either side of a view—no expectation to have particular views • D'vars generally are non-partisan <p><i>Spiritual diversity/belonging</i></p> <ul style="list-style-type: none"> • Lay participation • Hebrew & English in services • Rabbinic pastoral care • Tisch, concerts • Game nights • Classes • Outreach to people who are ill or homebound (Chesed Committee) <p><i>Activities for diverse age groups</i></p> <ul style="list-style-type: none"> • Passover seders • Friday night dinners • NextGen • Rabbi's classes • Rosh Chodesh • Game night <p><i>Diversity, inclusion, belonging in general</i></p> <ul style="list-style-type: none"> • Welcoming to all 	<p><i>Ideological diversity/belonging</i></p> <ul style="list-style-type: none"> • Be more direct about non-partisan community approach • Allow spaces/events for exchange of ideas for balance between healthy discourse and being a space for people across a spectrum <p><i>Spiritual diversity/belonging</i></p> <ul style="list-style-type: none"> • Bring in guest spiritual leaders/speakers, e.g., Temple Beth Zion • Emphasize musical heritage • Klezmer Camp (Hankus directing) • Increase Chesed outreach (in process) <p><i>Activities for diverse age groups</i></p> <ul style="list-style-type: none"> • Paint Night • Mizrach making • Cooking classes • Hiking • Cultural outings (museums, libraries, historic sites) • Jewish topics as seen through stories

Social Justice, Diversity, Inclusion, and Belonging	
What we're doing now	What more we would like to be doing
<ul style="list-style-type: none"> • Accessibility <ul style="list-style-type: none"> ○ ADA bathroom ○ Lift ○ Torah on main floor ○ Fidget devices ○ Large print siddurim ○ Zoom access ○ People are accepting even when they don't understand <p><i>Environmental and Social Justice</i></p> <ul style="list-style-type: none"> • Plates/silverware instead of paper/plastic • Insulation upgrades • Warming Center • Locally grown produce • Space for Food Not Bombs • Collect for/support: <ul style="list-style-type: none"> ○ Family Table food drive (JF&CS food pantry) ○ Community Day Center ○ More Than Words ○ Yad Chesed <p><i>Antisemitism</i></p> <ul style="list-style-type: none"> ○ Security 	<ul style="list-style-type: none"> • Activities with other synagogues <p><i>Diversity, inclusion, belonging in general</i></p> <ul style="list-style-type: none"> • Market to larger demographic, emphasizing accessibility • Grants for: <ul style="list-style-type: none"> ○ Day care/childcare for TBI and larger community ○ Parenting group ○ Accessibility improvements, e.g., lift upgrade • B'nai Mitzvah group • Connect more to other religious denominations • Run Jewish nursery school • Improve use of microphones • Establish accessibility panel • Outreach to graduate students • Transliteration of siddurim • Ritual accessibility: <ul style="list-style-type: none"> ○ Basic biblical Hebrew lessons ○ Basic ritual education <p><i>Environmental and Social Justice</i></p>

Social Justice, Diversity, Inclusion, and Belonging	
What we're doing now	What more we would like to be doing
<ul style="list-style-type: none"> ○ Collaborate with First Parish on confronting antisemitism ○ Have speakers ○ Close relationships with other faiths 	<ul style="list-style-type: none"> ● Increase use of renewable products ● Carpool to services ● Physical facility: <ul style="list-style-type: none"> ○ Bike rack at synagogue ○ Insulated windows to replace old ones ○ Consider solar panels (review again) ● Increase # volunteers for Warming Center ● Inform members about supported organizations to increase support ● Increase member participation in times of need ● Seek more organizations to support <p><i>Antisemitism</i></p> <ul style="list-style-type: none"> ● Speak at local schools on religious differences ● Joint programs with churches ● Discuss Middle East history

Education

While many groups listed educational activities to support the issues they identified, two groups selected education as a discrete underlying issue. Here are their combined ideas:

Education	
What we're doing now	What more we would like to be doing
<ul style="list-style-type: none"> • Hebrew language • Torah study • Dance lessons • B'nai mitzvah • Culture, history & tradition <ul style="list-style-type: none"> ○ Yiddish stories ○ Interviewing members ○ Children's short stories ○ Rosh Chodesh group ○ Morris Hollender Tisch ○ Hankus Netsky concerts ○ Museum visits ○ Apple picking ○ Rabbi's classes 	<ul style="list-style-type: none"> • Israeli dance • Tree & garden program • Israeli current events & travel • Tutors • Online classes for seniors • Culture, history & tradition <ul style="list-style-type: none"> ○ Museums ○ Include relevant tradition in member interviews ○ More ritual teaching from Rabbi ○ One-minute ritual explanations before the rituals ○ Films, e.g., PBS's Walking the Bible ○ Temple visit exchanges ○ Book group on Zoom ○ Spirituality/mysticism study

Secularization, Physical Space, and Security

There were two groups comprised of members age 65 or older with mid-tenure engagement at TBI (neither new nor many decades). One of these groups identified three distinct underlying issues that were not readily combined with any others. Their ideas for addressing these issues are covered in the three charts below.

Secularization	
What we're doing now	What more we would like to be doing
<ul style="list-style-type: none"> • Primarily services • Increasingly outward-focused <ul style="list-style-type: none"> ○ Social justice/action ○ Non-religious-focused programs 	<ul style="list-style-type: none"> • Attract youngsters seeking traditional services • Hold varied education programs

Physical Space	
What we're doing now	What more we would like to be doing
<ul style="list-style-type: none"> • Minimal maintenance and housekeeping 	<ul style="list-style-type: none"> • Major maintenance and upgrades (e.g., A/C, roof) • Modernize kitchen • Rebuild? Mixed use? • Enhance accessibility (elevator, ramp)

Security	
What we're doing now	What more we would like to be doing
<ul style="list-style-type: none"> • Greeters & greeter training • Police on High Holy Days; increased coordination • Coordination with area religious institutions • Security cameras & panic button 	<ul style="list-style-type: none"> • Space assessment; renovate as needed • More cameras and buttons?

Prouds & Sorries

After an intensive two hours on the underlying issues, the affinity groups moved to a simpler, 10-minute exercise. They listed their “prouds” (what they take pride in adding to the congregation) and their “sorries” (what they wish they had done differently for TBI). This was intended to bring them into the mindset of taking action—building on their strengths and perhaps leaning into the opportunities to do more.

These are the participants’ combined reflections:

Prouds	Sorries
<ul style="list-style-type: none"> • Leadership <ul style="list-style-type: none"> ○ Serve(d) as TBI president ○ First female president ○ Choose to serve on board • Being a member: 	<ul style="list-style-type: none"> • Leadership: <ul style="list-style-type: none"> ○ Have not had a chance to serve on the TBI board • Being a member: <ul style="list-style-type: none"> ○ Did not know about TBI sooner

Prouds	Sorries
<ul style="list-style-type: none"> ○ Becoming a new member ○ Long-term member ○ Uninterrupted membership ● Being Active/Giving to TBI community: <ul style="list-style-type: none"> ○ On committees as lay leaders ○ Trying new ideas ○ Managed/ran Warming Center ○ Participant and/or lay leader in services ○ Participant and/or lay leader in High Holy Days ○ Planting & watering ○ Chesed visits & cards ○ Led program from personal expertise ○ Helped with Passover seder ○ Served on Rabbi Selection Committee ● Personal relationships/engagement 	<ul style="list-style-type: none"> ● Being active/Giving to TBI Community: <ul style="list-style-type: none"> ○ Could participate in more committees ○ Didn't get more volunteers for Warming Center ○ Too insistent on others' ritual participation ○ Could arrive earlier for services ○ Miss or unable to attend some programs ● Outreach/Growth: <ul style="list-style-type: none"> ○ Haven't encouraged young people and young parents to participate more ● Ritual knowledge/experience <ul style="list-style-type: none"> ○ Never learned davening ○ No bat mitzvah

Prouds	Sorries
<ul style="list-style-type: none"> ○ Have known TBI rabbis in small groups or personally ○ Delivering to TBI members ○ Hold personal celebrations with the congregation ● Leveraging what TBI offers <ul style="list-style-type: none"> ○ Learn from a diverse population ○ Share Yiddish stories/tradition ● Creating change <ul style="list-style-type: none"> ○ Redesigned the sanctuary ○ Kulanu cemetery (for interfaith families) ○ Outdoor beautification ● Being honored: <ul style="list-style-type: none"> ○ Fund named for them 	

Establishing Action Groups

While the participants enjoyed a 20-minute dessert break, the facilitator reviewed all of the groups’ suggestions for *what more we could be doing to address TBI’s underlying issues*. She grouped them by action type (rather than by issue) and found ten overarching categories of actions which she posted on the wall as Action Groups. After the break, each participant received five

stickers. They used the stickers to vote for the Action Groups they believed TBI should prioritize working on. They were allowed to vote up to three times (use three of their stickers) for any one Action Group.

These are the Action Groups and the numbers of votes cast for each:

Action Group	Number of Votes
Reimagine the Use of the Building	20
Enhance and Broaden Jewish Education	19
Develop and Execute Jewish Activities and Programs	19
Develop and Execute Diverse Fundraising Activities	19
Engage in Active Publicity	17
Develop and Execute Cultural Activities	16
Develop and Execute Community Activities & Programs (not specifically Jewish)	9
Increase Congregational Volunteerism	9
Diversify TBI	5
Improve Security	2

Some notes on the votes:

1. It's important to understand that several (or many) of the underlying issues could be impacted by any one of the Action Groups. For example, the *Reimagine the Use of the Building* Action Group—which garnered the

most votes—can impact our financial stability, accessibility, diversity of programming, and environmental impact among other issues.

2. A low vote didn't necessarily imply low interest. This is simply a matter of prioritization, so we find our common ground on what to address first. It's not possible to do everything at once.
3. Regarding the *Improve Security* action group, many recognized that the suggested actions for improving security have already been taken and implemented.

Recognizing the constraints of a small and busy congregation, we agreed to establish the five Action Groups that had received the most votes. Participants signed up to be involved in them:

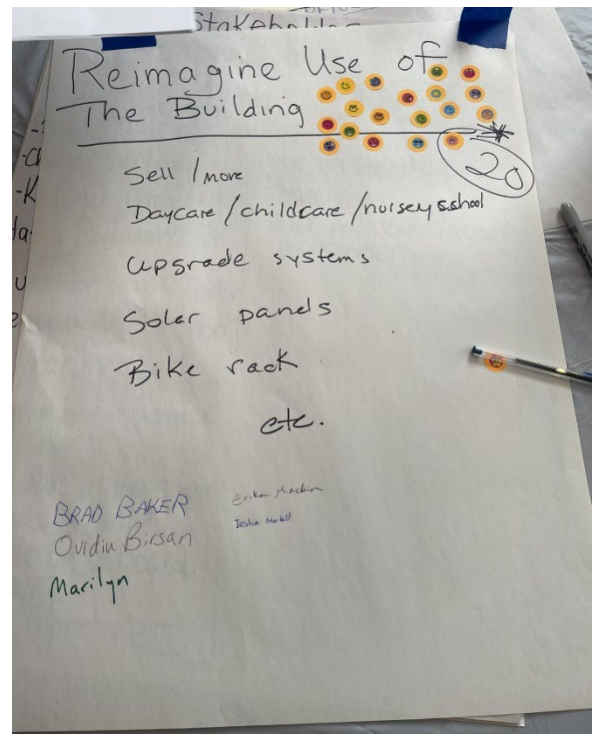
Action Group	Number of Votes
Reimagine the Use of the Building	Brad Baker, Andrea Baron, Ovidiu Birsan ² , Erika Mackin, Joshua Mandell, Marilyn Racette
Enhance and Broaden Jewish Education	Tzvi Abusch, Gil Bohm, Catherine Cantrell, Mark Frydenberg, Dianne Levine, Mira Liang, Joshua Mandell, Rose Myers, Ken Radnofsky, Violet Radnofsky, Zach Roe, Martha Tolpin, Carl Weinstein
Develop and Execute Jewish Activities and Programs	Tzvi Abusch, Catherine Cantrell, Mark Frydenberg, Merrill Griff, Joan Kent, Mira Liang, Joshua Mandell, Ben Nudelman, Zach Roe, Carl Weinstein
Develop and Execute Diverse Fundraising Activities	Brad Baker, Andrea Baron, Gil Bohm, Denise Dickinson, Merrill Griff, Jordan

² Volunteered by participant Denise Dickinson

Action Group	Number of Votes
	Kreidberg, Erika Mackin, Ben Nudelman, Marilyn Racette, Al Smith
Engage in Active Publicity	Andrea Baron, Denise Dickinson, Joan Kent, Mira Liang, Alan Levine, Zach Roe, Al Smith, Carl Weinstein

Participants could choose to be involved in multiple Action Groups (and many did) but they selected one to start working on immediately, and they went to the table assigned to that Action Group. The participants in the *Enhance and Broaden Jewish Education* and the *Develop and Execute Jewish Activities and Programs* Action Groups saw considerable overlap between them and decided to combine them. The final Action Groups are:

- Reimagine the Use of the Building
- Develop and Execute Enhanced Jewish Education and Programming
- Develop and Execute Diverse Fundraising Activities
- Engage in Active Publicity



Note: With the reduction to four groups, TBI's leadership may find it feasible to move more quickly to establish the additional Action Group that garnered a significant number of votes: Develop and Execute Cultural Activities.

Getting to Work

The Action Groups got to work, spending about 30 minutes beginning to outline their *achievable* short- and long-term action plans:

Reimagine the Use of the Building				
We will achieve:			In the next 3 months we can:	Resources needed to achieve
In year 1:	In year 2	In year 3		
	Get land & building appraised		Apply for a historical commission grant to repair roof, A/C, etc.	
Clean out basement	Conduct accessibility survey & assessment for basement		Start decluttering plan for basement	Dumpster
Get grant for bike rack				
Reimagine use of chapel				
Get MassSave Energy Audit for solar & heat pumps		Repair basement and kitchen	Find organization that works with nonprofits for switch to solar	
Revisit and update building usage and rental fee schedule			Brainstorm potential building rental options	

Develop and Execute Enhanced Jewish Education and Programming	
3-Year Plan*	
Action	Details
Develop conversation circles	Hebrew & Yiddish
Establish Hebrew lesson(s)	
Continue Yiddish stories	With cultural contextualization
Develop "History of" series	Kabbalah, etc.
Have singalong Shabbats	
Provide cultural programs/engagements	<p>Action Group member Ken Radnofsky is a saxophone player Music, art, etc.</p> <p>Possibly one Sunday/month a member provide "crash course" in their area of interest/knowledge—have this underway in part with Yiddish reading, portraits, cooking nights, etc.</p>
Jewish programming	Children's books, folklore, midrash

** This group's immediate next step will be to divide this into 1-, 2- and 3-year plans and determine the first 3 months' actions and resources required.*

Develop and Execute Diverse Fundraising Activities				
We will achieve:			In the next 3 months we can:	Resources needed to achieve
In year 1:	In year 2	In year 3		
Choose and begin to carry out one of three Actions to begin: <i>Planned Giving, Capital Campaign, or holding fundraisers</i>	Choose and implement next Action	Implement final Action	Identify a leader	
<p><i>Planned Giving</i> first activities: identify leader and start paperwork <i>Capital Campaign</i> first activity: identify a leader <i>Holding Fundraisers</i>: Allow free will for holding them; add donation options to free activities; tabling to send Purim baskets, New Year greetings, etc.</p>				

Engage in Active Publicity				
We will achieve:			In the next 3 months we can:	Resources needed to achieve
In year 1:	In year 2	In year 3		
			Measure current publicity successes Measure Program successes	Someone to analyze data
Place flyers in public places				
Beef up social media presence	Redesign website			Someone with social media expertise
		Engage outside organizations with TBI		

Next Steps

In the next three months, each Action Group is responsible to:

1. Designate a leader or co-leaders.....by end of October
 - a. Leaders will also serve on the Development Committee to ensure that we are fundraising to support the Groups’ activities.
2. Complete first three months’ commitmentby end of December
 - a. Include in first three months’ work:
 - i. Recruiting additional members as needed
 - ii. Getting needed resources (ask for help from leadership if needed)

- iii. A detailed action plan for year one including Group meeting dates and deliverables with deadlines

Housekeeping

Action Groups will work in parallel and partnership with Board standing committees, so it’s important to have some housekeeping practices in place to keep things from getting messy.

The Action Groups align well with existing Board standing committees:

Action Group	Corollary Standing Committee
Reimagine the Use of the Building	House
Develop and Execute Enhanced Jewish Education and Programming	Ritual
Develop and Execute Diverse Fundraising Activities	Development
Engage in Active Publicity	Programs <i>(the Programs Committee is described in the bylaws as encompassing publicity)</i>

This is how they will work together:

- Action Group leaders will not be members of the Board of Directors, though Board members are welcome and encouraged to be members of Action Groups.
- The corollary Standing Committee Chairs will proactively encourage the Action Groups to start and continue their work.
- The Action Group leaders will keep their corollary Standing Committee chairs regularly apprised of their activities and progress.

- If Action Group work conflicts with TBI policy or is repetitive of activity a Committee has in progress, the Group leader and Committee chair will reconcile these issues quickly so progress will not be impeded.
- Because each Action Group can impact many of the underlying issues that the participants identified, their work likely will connect with additional standing committees. The corollary Standing Committee chair will help the Action Group leader identify other committees with which to coordinate for specific Group activities.
- Any programs that arise from the Action Groups will be coordinated with the full TBI calendar.

Saving the Best for Last

Many people pitched in to create a rich Strategy Day. That engagement and commitment represent the best of TBI. Thank you to:

- Andrea Baron for obtaining all the supplies and tracking registration
- Brad Baker for helping to set up the room
- Linda Ungerleider, Mark Freidenberg, and Edie Rosenberg for ensuring we were deliciously fed
- Marilynne Racette, along with everyone else mentioned, for helping to break down the room
- Every participant for giving six hours of a Sunday and ongoing work to help take TBI into the future.

Looking back to the timeline at the start of the day, this drive to step in and step up may be the brightest thread of continuity in the tapestry we weave together.

With appreciation,



Dina Wolfman Baker
Strategy Day Facilitator