

Board Meeting
November 1, 2021, via ZOOM
AGENDA

Present: Debra Levy-Fritts, President; Laurel Fisher, VP; Lory Kohleriter, VP; Myron Schwitzer, VP; Stephen Falk, Finance Director; Jason Gadsby, Treasurer; Theresa Myers, Secretary, Jacque Comroe; Emma Darling; Joel Guskin; Stephanie Hirsh, Toni Lachman; Diane Laner; Louis Marx; Jody Pearson; Ali Rhodes; Phil Rosenfeld; Mark Stromberg; Robyn Klein; Rabbi Paley; Steve Lewis, Executive Director; Paddy Epstein.

D'var & Blessing (Rabbi Paley):

- Genesis 32:29-31 Why are we called Israelites/Children of Israel? This comes out of this week's Torah portion, about struggle Jacob persisted Two important stories: Jacob struggling with the angel and the Stairway dream. Next dream is the wrestling match with God. Angel said your name will no longer be called Jacob but Israel. In these two moments after difficulty, he finds God. An example of leadership: "God was here" and I will not miss it again.

President's Report (Debra Levy-Fritts):

- Shared Never Is Now: ADL event: <https://neverisnow.org/>
- Anti-Semitic groups held a gathering in Austin, a synagogue, Congregation Beth Israel, was vandalized (a small fire was set that damaged the doors).
- Rodney is out but Debra announced nominating committee has been fully seated and include Ryan Schamerloh, Jeff Kort, David Gerber, Jenna Surach, Ali Rhodes, Marcy Finn, and Rodney Schlosser. There are nine board members who are up for re-elections. The weekly eblast includes a nomination form for those who may be interested in serving.
 - **Annual fund** – Karen and Aric Stock are now assisting with the campaign.
 - Per Kathryn Frish, the annual fund has raised 129K (133K with NTGD).

Acceptance of Reports/Minutes:

- Annual fund, Nominating Committee, Board profile. No questions.

Goal Setting: Report from the Strategic Planning Committee (Stephanie Hirsh):

- **Stephanie described that strategic planning committee was asked to look at the overlay of our goal's discussion with Strategic plan.**
- **Context:** The priorities we set this year are continuation, elevating those recommendations that were a part to the original Blueprint,
- The entire BP is on the website, using your login. The executive summary is available on the public page. If someone wants full report (33 pp) they can request it from Steve
- We have an Implementation Plan which takes every single recommendation (tells who is responsible for each action plan item, with timing estimates) and will share that at a future meeting.
- **During the presentation**, Stephanie reviewed the 3 different conversations on goal-setting, and where the temple should focus its attention, energy, interest, and work progressing forward. Where do we need to focus for the next 6 months?
- There is not a vote required since we are just reviewing. We need time to review before we vote. (See Addendum 1, items in red will be re-distributed separately at a later time).

- Recommendations/Priorities
 - Last year greenlight for not losing members
 - Red light for not increasing attendance (self-reported) but attendance rose at services online.
 - Green light with more members enjoying the types of programs.
 - 8 recommendation areas/next action priorities: top is getting lifelong learning council under way and attracting 200+ members and non-members.
 - Second Priority be more intentional on formal pathway for onboarding engagement and prospects.
 - Third priority – family and children. Increase family and child satisfaction through new Passport U, Family Journeys
 - 4th COVID – leverage what we learned. What are our membership and belonging options? Test a few ideas.
 - 5th Communications – Communications review. Invite members who have experience in the field. People are working on that. Who?
 - 6th Fundraiser - Corn hole
 - 7th Leadership and Governance – bylaw review, clarifying roles and responsibilities.
 - Jason asked if we have to reset our goal in light of the pandemic – if we don't think a measure/goal level is obtainable, what is the process?
 - Stephanie stated they are looking at the numbers, will look to see if they are reasonable and if we need to reset any of the numbers.
 - Jason asked, what is the total number of members we wanted by 2025: Answer: 725.
 - Was there any analysis that was done to see how we might achieve the numbers?
 - Was there any correlation between how many families to make up the religious school numbers we anticipate?
 - How does the population have to change to see if we can grow to generate 250 kids in RS/reasonable vs aspirational?
 - Stephanie stated she had subcommittee (of the committee) assist in putting together the goal overlay discussed tonight. The full committee still has to review.

OnBoard Update (Theresa Myers/Jacque Comroe):

- Theresa spoke about the fundraising component to the last OnBoard workshop, which was held on Sunday, October 17th. The session was led by Amy Eisenstein who is the CEO and Co-Founder of the Capital Campaign Toolkit and is a publisher of numerous books on fundraising. Steps discussed in the workshop include:
 - **Identification (20%)**: includes serving on a committee that helps identify new members or individuals who could give to galas, fundraisers, annual fund, etc.
 - **Cultivation (40%)**: Cultivating could take months before a big ask. Many board members could be involved in cultivation. Could be as simple as asking potential donor if they want to be involved with a special committee, volunteer at a Mitzvah event with them, a special program, or ask them to an event or service as their guest.
 - **Solicitation (5%)**: the Board members willing to ask for the money.
 - **Stewardship (35%)**: those who send thank you notes to donors who gave to special projects or call them from time to time and let them know the impact of their donation.
- Theresa also gave a quick overview of the **3-Step Approach to Teaching Board Members How to Ask for money.**

HundredX: Impact with Feedback: <https://hundredxinc.com/about-us>

Debra and Theresa spoke about the Hundredx project. Debra's neighbor is on the board of Congregation Beth Torah, and they are currently participating in the HundredX fundraising program.

- Activate supporters: Invite supporters/Temple members to sign up and participate in a customized fundraising program that meets organization's needs.
- HundredX collects feedback: Supporters provide the valuable feedback in 60 seconds that businesses and investors use to evaluate products, services, and experiences.
- The organization receives money: organization receives up to \$2 for every piece of qualifying feedback to support your cause—valuing your supporters' time at over \$100 an hour.

Generative Discussion: Membership (breakout groups):

Chat Questions/Comments from Debra:

Questions: What do you notice about the data that informs our challenges and our opportunities? (You can share your screen in the breakout session of you'd like)

What do you notice/ about/think about 18Doors, who do they serve, or speak for and to? What is their mission saying about Jewish life today?

See Pew Study: Rabbi gave context. Spoke about the Pew Organization and Trends:

Look at from the eye of what is going on in the community and although our community is a little different/recognize the experiences we are seeing are shared across the country.

<https://www.pewforum.org/2021/05/11/jewish-americans-in-2020/>

*What do you notice about the data that informs our challenges and our opportunities?

18Doors: <https://18doors.org/pew-survey-2020/>

What do you notice/ about/think about 18Doors, who do they serve, or speak for and to?

What is their mission saying about Jewish life today?

Group 1: Critical to focus on the pipeline. Have to be a catalyst when they have children.

Group 2: Jews by Religion. Only 37% of that group are Reform. No particular branch would be a good great group to attract. Jews that are Jews but not affiliated with the Dallas Jewish Moms, JCC, Federation to broaden our pipeline of activities.

Group 3: Talked about several things: how do you segment unaffiliated Jews and how do you outreach. Inter marriage. Don't affiliate because they can't afford to. Transactional/what is in it for me?

Group 4: Growth of the orthodox as a reaction to the growth of the unaffiliated. Who wants to be committed? Boomerang. Unaffiliated had more in common with Reform than any other Jews. Feel some sort of kinship with our movement. Unaffiliated Jews aren't in temples but they identify with the social fabric. What about social action and the things that bring us all together? Get them in the same room, to start talking and then start connecting.

Group 5: We need to find a way to welcome interfaith couples. We need to figure out how to make them welcome. 18 Doors do we allow it to happen or become the place where interfaith families land and feel a part of the community.

Pew: across the board all religions are having the same problems with memberships and declining populations.

Why is the orthodox movement more able to get the participation through giving?

Rabbi: something about the notion of belonging is clearly an evolving concept. Manner in which orgs bring their gifts, their assets is key: people attend candle lighting as evidence of success. If we change the language of belonging to ensure they are feeling a part of the

people. Gift synagogues offer is the community - belonging: language changing, new lexicon on what is like to be a part of something bigger part of a larger community.

Debra: 18 Doors challenges /interfaith. Evidence to support that people in interfaith still raise their children Jewishly. Birthright, camp, things like Chabad, Hillel, etc.

Membership can be considered an “adaptive challenge” opportunity. See letter from the URJ, attached.

Look through the letter and share with me if there is one of the three cohorts a member(s) would like to participate in. We can have one member in each cohort.

Executive Director Report (Steve Lewis): Steve stated, if you read exec report, you will have the most information. Mark and Steve are meeting with Mercy tomorrow (11/2). 90% were compliant with masking yesterday (10/31) per our security.

- Mercy
- CDA
- Project Atideinu Closeout

Rabbi's Report:

- **November programming:** Hopefully, everyone is reading weekly emails and the bulletin that just came out. There are a lot of great upcoming programs:
- **All elements of our programming are firing:** Brotherhood, Sisterhood, RS, etc.
- New Adult programming called, Jewel. This is a new effort to assist congregants in maximizing their levels of engagement into a meaningful journey. Adult Education has worked hard to get this off the ground.
- Last weekend of November is the beginning of Hanukkah.
- **Family Journeys:** Religious School. Came out of youth commission work and effort Debbie and her team put together. Opportunity to learn together as a family unit. Families will be mentored and coached by Rabbi and Debbie to receive an individualized learning program. Cohort to learn together. He looks forward to notifying members about the program.
- Debra mentioned this is a great outreach tool, that could bring people into our community. Debra thanked everyone for learning and engaging as a board member. All work that may seem disjointed or disconnected but it is not, it helps us to do our jobs as a board and will come together. All work we are doing is a part of the whole, and able to sustain TSD.
- Jody Pearson noted in the Zoom chat: If you are going to in person services, please sign up to greet people and help Rabbi and Cantor
<https://www.signupgenius.com/go/60b0d4aa5af2c7-meet>

Meeting adjourned at 9 pm.

Closed session.

Addendum 1

Call to Action: The task force seeks passage of the following resolution from the Temple Shalom Board of Trustees and offers the following motion for the Board to address:

“We move that the Board of Trustees accepts the priorities and recommendations of Blueprint 2025 and commits to developing an implementation plan that will serve as the focus for the work of staff and board for the next five years.”

Adopted: Board of Trustees – February 2020

Mission: Temple Shalom builds holy community; connecting our congregation to one another, to God, Torah, Israel and the Jewish people through worship, study, gathering and community service.

Adopted: Congregational Annual Meeting, May 2021

Vision: Collectively, we celebrate, care, and comfort. We will nurture connection, and commitment to Jewish life by: *Creating meaningful community and connections* - Temple Shalom will be a Kehillah Kedosha – a holy community, a dynamic, Jewish and Jewishly engaged presence; a place to create a strong network of relationships that connect and support one another; a home of safety, respect, compassion, love and welcome for everyone.

Core Values: Our values are shaped by concern and care for you and your family.

- **We value community** - Your presence and unique gifts matter. With acceptance and love, our doors are open to you.
- **We value volunteerism** – Meaningful belonging arises from a culture of participation and engagement within our Temple’s life and leadership.
- **We value social justice – Tikkun Olam - efforts** to heal our world - through our actions, our friendships and programs; banishing loneliness and bringing Shalom to those in need.
- **We value lifelong, multi-generational Jewish learning** – From our earliest learners to youth and teens; to young adults and families with young children; to adult learners and the generations of learners within families, Jewish education is a lifelong pursuit. When learners of every generation are brought together, God’s Presence rests among them.

Goals (Lagging Indicators): By 2025 Temple Shalom will:

Goal:	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Annual budget of \$2.3M	\$1.99M	\$1.85M				
Membership of 725	637	612	623 (as of 10-2021)			
40 percent of annual budget from alternative (fundraiser; rental; grants, philanthropy, etc.) sources	7.3%	9.4%				
Enroll 250 children in religious ed.	140	95	???			

To reexamine these two numbers and have a rationale for potential changes.

Objectives (Leading indicators): Annually, Temple Shalom will:

- Decrease loss of existing members by 20% from the previous year, (MET 2020-2021)
- Increase member attendance in Core Programming by 20%, (NOT MET 2020-2021)
- Increase member satisfaction with quality of Core Programming by 10%, (MET 2020-2021 excluding life cycle and social connections)
- Increase member satisfaction by 10% with connections to other members, clergy, and leadership (BENCHMARK ESTABLISHED)
- Increase youth satisfaction with religious education and informal program offerings by 10% (BENCHMARK ESTABLISHED)
- Increase member self-reported level of involvement by 10%. (BENCHMARK ESTABLISHED)

Recommendations/Priorities

The task force concludes with eight recommendations. Each recommendation is accompanied by a rationale, key staff support, and three to four specific actions that align to it. The task force has identified in bold italics the specific actions it recommends be addressed in the next 18 months.

1. **Programming:** Reduce number and increase quality of programs to improve engagement, retention, and recruitment.
 - *Reinstate and refine Council structure with active Sisterhood/Brotherhood involvement*
 - Create one to three “signature experiences” that align to survey priorities, engage members and staff across all ages, stages, and committees, and distinguish Temple Shalom in the greater Dallas community.
 - Consider community-based fundraising as a component of one of those experiences.
 - **Execute Life-Long Learning Council that establishes a coherent education agenda and attracts 200+ members and non-members in education programming. (AP/DA/DN; Kathryn Frisch; Harriet Bell, more)**
2. **Member Connections and Engagement:** Establish structures that connect members socially and build community.
 - *Appoint/hire a Coordinator for Belonging (part time initially) whose responsibility is to support the development and implementation of support systems for all members;*
 - *Revitalize the membership committee to imagine a new system of support and engagement for each member;*
 - *Develop comprehensive and accessible member profiles;*
 - Conduct further research around member interests; and
 - Help every member/family find a Shalom “home” through an intentional system of on-boarding new members, building clergy connections, and creating social connections.
 - **Create a formal pathway of on-boarding, orientation, engagement for prospects through first-year members with attention to building clergy connections and introducing social relationships. (MS/AP/DA; Lay Leaders)**

3. **Families with Children (0-18):** Reimagine formal and informal education and social programming for this demographic.
- *Appoint Family and Youth Commission;*
 - *Secure a first-rate Director of Lifelong Learning who can facilitate/guide the development and implementation of an exemplary Jewish education agenda;*
 - *Upgrade school wing with immediate attention to hallway walls, classroom walls, and classroom furniture;*
 - Adopt a new vision for serving children, teens, and families with structures/programs to realize that vision;
 - Develop exemplary informal/social programming for teens; and
 - Target families/parents and grandparents in the planning of at least one signature experience (cross reference to program recommendation).
- Increase family and child satisfaction through Implementation and refinement of the new curriculum including the new family journeys and Passover University and report on its impact. (DN/Lay Leaders)
4. **Membership Structures:** Set membership structures, fees, and benefits that improve recruitment and retention of members.
- *Charge a new membership committee to conduct membership structure study;*
 - *Study practices of local competition and national exemplars;*
 - Determine costs/benefits of various membership and fee structures;
 - Study options for making auxiliary membership and all fees a seamless enrollment process; and
 - Make recommendations to the board of trustees.
- Leverage COVID learning to research/reimagine membership/belonging options (e.g., online, outside of Temple property); test ideas; and make recommendations. (AP, SL/Lay Leaders)
5. **Communication:** Improve ongoing internal and external communications vehicles so that staff and members have the information they need to connect, make decisions, and engage.
- *Designate one person with responsibility for consistency, coherence, and clarity of all communication channels;*
 - *Conduct a communications "audit" examining print and media-based communication and which demographics are consuming it and acting upon it;*
 - *Focus early on membership print and website information/messaging (even before dues structures may change);*
 - Decide what channels to use and what information to share in each channel type;
 - Contribute to and use a central programming database (cross reference this recommendation with programming recommendation); and
 - Revisit calendar and space scheduling protocols (cross reference this recommendation with programming recommendation).

Conduct communications review; include members with expertise; and document three - five improvements in the member experience with communication tools. (SL/LR/Laurel Fisher + others)

6. **Finance:** Establish budget targets and alternative funding plans for securing dollars to implement strategic priorities.
 - *Create new plans to grow the Endowment Fund;*
 - *Establish policies and increase revenue from space rental, fees, and school tuition;*
 - *Conduct an aggressive fundraising plan and partner across committees and auxiliaries to increase dollars raised by a signature temple-sponsored series/event;*
 - Adopt and allocate resources to an aggressive fundraising plan that increases the percentage that is earned from non-members; and
 - *Establish ~~a new Stewardship Committee to oversee regularly scheduled reviews of endowment policies (annual), location (5-year cycle) and building maintenance and remodel (annual).~~ (Moved to responsibility of president and executive committee).*
 - *Execute successful cornhole bowl that engages/attracts 200+ members and generates \$50,000 toward Temple budget. (SL/Dennis Eichelbaum++ team)*

7. **Leadership and Governance:** Invest in new governance and administrative structures that clarify roles and responsibilities and lines of accountability, communication, and authority. This will position everyone for greater success.
 - Conduct policy audit/update for bylaws and policy and procedure manuals, and enact a policy review cycle;
 - Establish clear roles and responsibilities and distinguish levels of authority/decision making for the trustees, president, executive committee, senior Rabbi and executive director;
 - ****Institutionalize a system for annual goal setting and reporting on the status of the strategic plan;**
 - **Align annual goal setting and reporting to board and staff review process; and**
 - **Invest in board governance training for current and future leaders.**

 - *Complete bylaw review as well as roles and responsibilities. (SL/AP; President + Governance Committee)*

8. **Human Resources:** Adopt a staffing plan to maximize resource efficiency and effectiveness of operations.
 - *Commit to the proposed staffing plan and use retirements, resignations and nonrenewals as opportunities to rethink positions as they relate to the plan;*
 - *Update roles, responsibilities, lines of authority, and job descriptions for all staff; and*
 - *Stage staffing of new positions contingent upon securing new dollars in future budget years.*