

Congregation Beth Israel
Summary of the 2017-2020 Strategic Plan Review
January 10,2021

In 2017, the Congregation Beth Israel Board of Directors created a three year strategic plan and in the process developed Mission and Vision Statements, established a grounding in seven Values and adopted six Priorities (goals) for the major areas of activity of the congregation. Those written statements appear below:

Mission

Congregation Beth Israel is a diverse and inclusive synagogue affiliated with the Union of Reform Judaism and committed to a tradition that honors both Jewish continuity and innovation. We warmly welcome people into our vibrant community dedicated to the study of Torah and creative Jewish learning, joyous and meaningful worship and engaging in the sacred obligation of tikkun olam, repair of the world. As inheritors of a rich past and creators of a future full of possibility, we continually seek new opportunities to support each other in participating and growing Jewishly.

Vision

The vision of Congregation Beth Israel is to be a spiritual, cultural and intellectual center for Jewish activity and values in Northwest Washington.

Values

- Gmilit Hasadim...acts of kindness
- Kehillah...community
- Klal Yisrael... Jewish community in Israel
- Tikkun Olam...repair of the world
- Talmud Torah...learning
- Simcha...joy and celebration
- Rachamim...compassion

Priorities

- Build a sustainable and financially solvent community.
- Provide inspiring worship experiences or spiritual fulfillment.
- Develop a vibrant Jewish Community with Opportunities to connect, create and contribute.
- Be a responsive Center of Jewish Learning for every age and stage of life.
- Translate Jewish values into social action projects in the community and the world.
- Achieve a highly effective synagogue governance, management and systems structure that is transparent and responsive to current and future needs.

In 2019, synagogue committees whose work had a bearing on attainment of these priorities were asked to submit their own, more detailed objectives pertaining to those goals. This input was incorporated into the original plan, growing it extensively. The resulting document was 36 pages in length and very specific objectives (e.g. Create a crafts table in the back of the sanctuary) became mixed in with much broader ideas (e.g. Ensure Shabbat/holiday services provide meaningful worship and learning opportunities.). Current practices (e.g. Offer prayer services for children and families.) were also mixed in with long (Serve as a meeting place & host to broader community organizations and events) and short term (e.g. Create Keshet e-newsletter) goals.

In July of 2020, the Board of Directors began review of the Strategic Plan to determine what had, and had not, been accomplished and to see if these goals for the future should be continued. After one rather tedious session during a Zoom Board Meeting, it became apparent that attempting to review the written plan point by point would be difficult and likely fruitless. There was so much information that it was overwhelming.

Instead, we focused on the goals in conducting a review, which included:

1. Understanding the vision for the future held by the 2017 Board.
2. Seeing and celebrating the things we had done to accomplish that vision.
3. Getting a strong understanding of the activities occurring across the synagogue, what problems we may be having, and what our needs are for the future.
4. Determining what unfinished tasks remain

It was decided that we could best accomplish these by hearing directly from the committees who support the Priorities described in the Strategic Plan. The following CBI committees made presentations to the Board over 6 meetings:

- Fundraising
- Ritual Practices
- Keshet
- Membership
- Programming
- Care Committee
- Social Action
- FMMC
- Human Resources
- Governance
- Communication
- Board of Directors

The Committee Chairs prepared written statements addressing three areas:

- 2017-2020 accomplishments
- Current activities
- Aspirations for the future

These statements are attached to this summary and constitute the breath and depth of the 2020 Strategic Plan Review. They describe the many, many activities that are happening in the CBI community.

Below is a brief summary of the most notable objectives and findings related to each Strategic Priority:

Build a Sustainable and Financially Solvent Community.

All the strategies listed under this priority relate to fundraising and increasing our income, including using effective development strategies, targeting fundraising to specific needs, establishing Legacy and Building funds and attracting revenue from outside our membership.

At this time, fundraising is done by a handful of people who are interested and willing to solicit donations, mostly Karen Sloss, Steve Garfinkel and Lynn Korner. The focus of the fundraising has been the Capital Campaign which has raised \$8,000,000 for the new synagogue. Other people have raised money for specific things such as the Mishot Manot Purim fundraiser for Keshet. There has been no use of specific fundraising methods nor overall assessment of our funding needs. We have not established specific funds for legacy gifts or future building needs. A new Financial Sustainability Director position was developed to provide relationships with our congregants (donors) and enhance accountability for donations.

Provide inspiring worship experiences or spiritual fulfillment.

The strategies in this area relate to creating sacred experiences to engage both adults and families with children. They ask that we create new models of worship and offer meaningful Jewish holiday celebrations.

Many of the objectives of this priority were already established practices before the start of this Strategic Plan. These include celebrations of the major Jewish holidays. However, new models of services were also begun and we now offer a variety of services including: family services, Tot Shabbat, contemplative services, the Conservative Minyan, Sunday Family Tefillah at Keshet and grade level havdallah nights.

Develop a vibrant Jewish Community with opportunities to connect, create and contribute.

This priority included goals such as increased member recruitment and retention, creating a new programming vision, and demonstrating caring for synagogue congregants and other Jewish people in the community. It also stipulated celebrating the move into the new synagogue.

At this time, the synagogue does not recruit new members, however the Rabbi and Membership Committee engage people who express interest in our community by calling the office, attending services or speaking to a member they know. There is no specific plan for member retention, but we do not know that this is a problem as the congregation continues to grow. Engagement of CBI members in the community is partly accomplished through a newly rejuvenated Program Committee that offers a variety of activities including entertainment and

scholarly activities. Many congregants participate in committees increasing their involvement as well as accomplishing needed tasks. The Care Committee provides short term and long term support to members of the congregation with care needs. It may occasionally provide services outside of our membership. With the advent of the COVID closures, many activities stopped but have resumed through online venues including services, committee meetings, and learning opportunities such as an abbreviated Scholar in Residence.

Be a responsive center of Jewish Learning for every age and stage of life.

The 2017-2020 Strategic Plan calls for us to provide adult learning opportunities that value intellectual inquiry and offer youth engagement opportunities. It also calls for a “rich hub for Hebrew learning”. It does not specifically address Keshet.

Adult learning does not rest with any specific person or committee. The clergy provide many learning opportunities on their own and the Program Committee provides educational programs such as Scholar in Residence. During COVID there have been many Jewish educational programs available online.

Keshet provides classes from birth through 10th grade and supports youth group and youth leadership opportunities. This program has expanded with our new classrooms and children’s play area. There is new and enthusiastic leadership and a new approach to the curriculum. A Keshet Advisory Committee was formed, new handbooks were written, and Keshet e-news was developed. During the COVID shutdown, Keshet has met via Zoom and through materials sent to all registered students.

Translate Jewish values into social action projects in the community and the world.

The strategy described in the Strategic Plan to accomplish this priority is to “create a culture of volunteers who are actively involved in putting Jewish values into action”. It lists several social issues such as the environment, prison reform, gun control and racial intolerance but these have not specifically been the focus of our efforts over the last 3 years.

The Social Action Committee takes a leadership role in involving the congregation in issues of social justice and humanitarian needs. It organizes Mitzvah Day, collection of food and hygiene articles for those in need and works with established community organizations. They have developed a CBI Racial Justice Statement and seek to foster discussion and learning about this issue in the congregation.

Achieve a highly effective synagogue governance, management and systems structure that is transparent and responsive to current and future needs.

This priority has several different objectives including:

- management and maintenance of our new building
- recruiting and retaining of quality clergy and staff
- assessment of the synagogue’s security needs
- development of a meaningful communication plan
- strengthening governance
- develop processes for synagogue leadership selection and development

- development of management systems and documentation of all aspects of synagogue operations.
- Integrating planning and evaluation into synagogue operations

The Facilities Management and Maintenance Committee has probably been the most active committee in the congregation over the last three years. Completion and occupation of the new building has been a large and ongoing task and will continue to be so for the next few years. Much has been accomplished and yet, landscaping requirements must still be completed. The committee is actively involved in planning for improvements in the sanctuary and completion of the main floor kitchen.

Despite the turnover in Keshet leadership, the synagogue has maintained a talented and stable paid staff. The Human Resources Committee has been actively establishing systems and procedures to insure smooth operations. While COVID has been a challenge, all staff have adapted to working from home and holding services and meetings by Zoom.

Much attention has been paid to the security of our staff, congregants and facility. Government grants were obtained to aid with security measures. Technology upgrades have allowed us to create secure access to our site and building.

A communication policy was developed along with a records retention policy but implementation of these policies is still pending. There is no coordinating Communication Committee, but staff and volunteers devotedly provide a well maintained website, a bimonthly Shul Shofar, weekly electronic Timbrel and the new Keshet e-news.

Synagogue governance has been strengthened by an active nominating committee who have developed standards for interviewing and selection of candidates for the board. Aside from attendance at URJ conventions, there has been little training of board members. A Governance Taskforce has developed job descriptions and policies for the board and committees. 2020 saw the completion and review of an Annual Plan and the wind up of the three year Strategic Plan.

In summary, there were many things in the Strategic Plan that were accomplished in the three years from 2017 to 2020 or before, and several that were not accomplished or even attempted.

Under accomplishments, the raising of \$8,000,000 and occupancy of the new synagogue was significant. Our finances have remained stable and we have maintained adequate reserves. Keshet was improved with new leadership, curriculum and advisory committee. Worship services were provided by well respected clergy and were offered in keeping with Conservative and Contemplative traditions, in addition to those using the URJ prayer book. The Program Committee was rejuvenated and there were more opportunities to come together in community. The Social Action Committee developed a Racial Justice statement and plans further learning on this important subject. A Facilities Maintenance Management Committee was developed and has taken on all the tasks related to the synagogue and surrounding property. We have learned much about how to keep the congregation and building safe and have implemented both technology improvements and procedures. The Human Resources Committee has established routine personnel procedures and assisted with documentation of office tasks and responsibilities. There are new Communication and Records Retention policies. The

Nominating Committee has standardized and improved Board member selection and the Governance Taskforce has updated Board and Committee job descriptions. The Board of Directors engaged in the development and the review of a 3 year Strategic Plan and an Annual Operating Plan. Overall, there has been an improvement in standardization and documentation of synagogue practices.

There were somethings in the plan that were not addressed for lack of time, interest or need. There was no establishment of a fundraising committee with specific plans, methods and prioritized needs. We have not attempted to develop alternate sources of revenue outside our membership. There has been no attempt to recruit new members nor to develop a retention plan. The Care Committee has not undertaken to serve the broader Jewish Community in addition to our members. There is no person or group who is responsible for Adult Learning. We have not really attempted to “provide a rich hub of Hebrew Learning as an integral part of Jewish life”. We probably have not sizably enlarged the number of congregants who are involved in social action. We have improved our selection of leaders but have not invested much in leadership training. In developing the next Strategic Plan, the Board will need to decide which of these unaddressed goals, if any, should be carried forward.

Many thanks go to Karen Sloss, Sue Mahar, Emily Weiner, Harriet Markell, Andrea Shupack, Nicki Naiman, Linda Blackwell, Joan Sager, Mitch Press, Rena Zeigler, Melissa Shapiro, and Vermeda Fred for joining our meetings and updating the Board on the goals and activities of their committees. The stated goal of this exercise has been to review and put to bed the 2017-2020 Strategic Plan, but in the process, the Board obtained a greater understanding of the many aspects of congregational life and a greater appreciation of the many, dedicated people who make it all happen.

Attachment 1 Fundraising Committee

Overarching Priority

Build a sustainable and financially solvent community.

Strategies

1. Revitalize fundraising committee
2. Raise funds to complete all areas of the new synagogue
3. Assess needs for increased operating funds and develop a plan
4. Create a legacy fund for bequests.
5. Create a fund for building maintenance and repairs
6. Convene a task force to review dues structure
7. Explore grant opportunities
8. Conduct fundraiser targeting the larger community

Accomplishments (2017-2020)

The Fundraising Committee has been a loose collection of independent efforts over the past 20 years and continues to function in this fashion although the longer term goal is to serve as an umbrella organization for all CBI fundraising. Currently, most of the above objectives are being addressed.

Over the years, the Capital Campaign Committee raised over \$8,000,000.

Independently, Joan Wayne handles the Scrip Program which is an ongoing, core CBI Fundraiser supporting general operations and facilitates the Mishloach Manot Fundraiser which is an annual, core Keshet Fundraiser.

Ongoing Initiatives

The Capital Campaign group is reduced to a small but dedicated group that will be actively fundraising at least through the end of 2020 in order to fund the completion of the new synagogue project and acquire certain necessary furnishings. This is estimated at \$800,000. As an adjunct to the direct solicitations by the Capital Campaign, a new round of selling inscribed brick pavers was recently initiated to raise funds for the landscaping aspect of the project.

It continues to function informally with the objective of finishing the building. Completion costs are estimated at about \$800,000. This includes the landscaping, kitchen, dedications, and chairs. Karen Sloss, Steve Garfinkle, Lynn Korner and Miriam Schwartz are the primary fundraisers. Others would be welcome.

Future Aspirations

Any Keshet Fund Drive such as collecting items to sell to Value Village will need to be undertaken by Keshet itself and may be on hold due to all the pandemic restrictions about gathering, etc. Consequently, this objective should perhaps be given low/no priority for the coming year.

Selling Yahrzeit Plaques will not be feasible until the display format of plaques in the New Synagogue has been determined and acquired, either an extension of the antique displays from 2200 Broadway or an alternate design. This could take another 4 to 6 months at a minimum before any promotion is possible. The Fundraising Committee will need to work with the Interior Design Committee to forward this objective.

Renting the school rooms for a pre-school, as a way to generate revenue, would need to be closely examined as there would be significant expenses.

The Fundraising Committee aims to expand the number of events and efforts at supporting CBI over the coming years and is seeking new members who either have fundraising/marketing skills or want to learn them. Besides completion of the New Synagogue Project, the Committee aims to generate more support for CBI operations and eventually secure CBI's future with an Endowment Fund.

Submitted by Karen Sloss

Attachment 2 Ritual Practices Committee

Priority #1

Provide inspiring worship experiences for spiritual fulfillment

Strategies

1. Create sacred experiences and opportunities to better engage adults
2. Create sacred experiences and opportunities to better engage families and children
3. Experiment with new models of worship
4. Offer meaningful Jewish holiday celebrations

Accomplishments 2017-2020

1.

A few years ago, after moving into our new building, we created the Conservative lay-led Shabbat morning minyan that meets in the Beit Midrash. For years people were asking for a more traditional davening experience, so with the help of David Zimmerman and Ahuva Scharff, we made it happen. It has grown to be a wonderful sacred experience for adults that

meets on the 4th Saturday of the month. The rabbi helps David organize the service, roll the Torah, and welcome guests, while David does outreach and enlists people to help lead.

The rabbi and Ritual team have supported Andrea and her 1st Saturday morning Contemplative shabbat service that has also enjoyed a steady crowd and continues to receive much praise. With these two new service offerings in the last couple of years, we now have 4 Saturday morning services a month (pre-Covid-19), up from two. And since they are quite different in nature from one another and the two regular Shabbat morning services, we have provided a more diverse tefillah culture for our congregants.

2.

Outside of the 1st Friday Family Shabbat, Tot Shabbat (4th Saturday morning) and Sunday Family Tefillah for Keshet, we don't offer any other sacred experiences on a regular basis for families and children. At this time there does not seem to be a need. Our Family Shabbat services are usually attended by our largest Friday night crowd and include dinner, Israeli dancing, crafts, and leadership from different grades.

Keshet has also helped support grade level havdallah nights. These have been wonderful sacred experiences that bring each grade and their families together.

3.

The Conservative and Contemplative Saturday morning services reflect new models of worship that we did not offer previously.

4.

High Holy Day services continue to be meaningful holiday observances. Simchat Torah has turned into one of our most well attended services too, especially now that we the space to spread out and open the whole Torah. We have had What the Chelm perform at Simchat Torah. With the purchase of a new sukkah we have had fun Sukkot celebrations as well on the back patio. The communal building of it with dinner has been a fun celebration. Finally, our 4th Night for Others Chanukah observance has grown incredibly in the last few years.

Ongoing Initiatives

Pre Covid-19, all of the above are ongoing initiatives. When we can gather back together, we should continue where we left off. In the meantime, we have dropped Tot Shabbat since interacting on a screen is challenging for young children. After a hiatus with the Conservative minyan, we are trying to get it back up and running via Zoom. And for all of our holiday celebrations we are trying to adapt as best we can so that CBI will always offer something to our congregation.

The committee will continue to discuss, decide on and recommend to the Board specific standards of religious practice in the sanctuary related to:

- wearing a kippah and tallit
- who may be on the bimah
- who may touch the Torah scrolls

who may be honored with an aliah.

Future Aspirations

The clergy and Ritual team are always open to discussing new ways to connect spiritually with our congregation. If, for example, an LGBTQ group wants to have a monthly shabbat experience or Torah study, we would welcome it and help facilitate it. Just like the Conservative minyan, we want to hear from the community what they want so we can empower them to make it a reality.

With the changes we have made due to Covid-19, one thing we must figure out is how to keep an online/streaming option for services available once we can gather back together in a larger group. In the past, there have been some strong opinions about not having screens/visual tefillah, etc. in the sanctuary on Shabbat or holidays, but now that this is how we congregate and realize how important it is to be able to reach out to homebound congregants, we need to figure out how to adapt post Covid. The Ritual team should work with the A/V task force in creating a plan.

Submitted by Rabbi Samuels

Attachment 3 Membership Committee

Priority #2

Develop a vibrant Jewish Community with opportunities to connect, create and contribute

Strategies

1. Implement ongoing member recruitment strategy for continued synagogue growth
2. Implement ongoing retention program

Accomplishments 2017-2020

Committee has continued established events and activities including: annual ice cream social, annual winter gathering, providing treats on Erev Rosh Hashanah, greeting new members and maintain contact for first year, welcome visit with Challah and Honey. In addition, there is always a committee member at services who will greet strangers and new members.

Ongoing Initiatives

There are currently nine members. It has been difficult to meet during the shutdown, and difficult to identify strangers and new members on Zoom. All events were cancelled. However, the committee hand wrote high holiday cards to all members this year. The committee does not do outreach but does respond to interest expressed by people who call the synagogue, attend services, or by word of mouth.

Future Aspirations

After clarifying that the Board was not doing so, Membership agreed to inform other committee chairs of interests expressed on the applications for membership.

Submitted by Sue Mahar

Attachment 4 Program Committee

Priority #2

Develop a vibrant Jewish Community with opportunities to connect, create and contribute

Strategies

Create and launch new programming vision to serve members in reach and outreach

Accomplishments 2017-2020 (Ongoing Initiatives; Future Aspirations)

Revitalized Program Committee

Andrea Shupack and I took over as co-chairs in July 2020. Previous chairs since 2017 (in reverse order) were Jane Relin, Miriam Schwartz, and Deborah Oksenberg. In addition to Andrea and myself, the Program Committee now has a core of seven other very active members who attend our monthly meetings and comment by email when asked: Ann Suloway, Melissa Schapiro, Dan Raas, Miriam Schwartz, Roby Blecker, Joan Wayne, and Jane Relin; in addition, Rabbi Samuels, Nicole Samuels, Terri Weiner, Gloria Lebowitz and others contribute in significant ways.

The committee has developed some good systems:

- Any committee member who wants to propose a program recruits a few people willing to work with them on the event, fills out a proposal form we created. The committee discusses the proposal, offers suggestions, and typically says: Great, go ahead! Additional committee members also often help day-of. We recently added to the same form a detailed event report, which will serve as a discussion document for the committee to evaluate events. We also expect these forms to help inform future event planning, as well as help CBI document what we as a community are accomplishing.

- We eagerly await the development of a CBI archiving system, at which time the Program Committee will include our minutes, the event forms, and other documents.
- The committee is working on a release form that anyone who is photographed or recorded would be asked to sign – we will soon be ready to hand this to the Board in order for a policy decision to be made about when and how this needs to be used, including for Zoom events CBI records.

Programs the committee has organized or collaborated on since 2017 (not in chronological order):

- Feast of Learning (featuring guest artists Hillel Smith – visual artist--and Laura Berman – musician – plus a full day of classes, workshops, worship and food – for all ages)
- 2 stand-alone concerts: Nefesh Mountain and Chava Mirel
- 2 author visits: Mary Doria Russell and Alan Gratz (in cooperation with Village Books)
- 3 Beit Cafes
- 3 “Stand With Us” presentations about Israel
- Field trip, with a full bus, to Seattle Repertory Theatre to see *Indecent* (in cooperation with Western Washington University’s Residence Life)
- Showing of film by Mary Knight, about sex trafficking
- Annual Pride Parades 2017, 2018, and 2019 (2020 was cancelled due to the pandemic)
- Online panel discussion: “Exploring Jewish Topics in the film *They Ain't Ready for Me*” The recording is on the CBI website. (In cooperation with the Pickford Film Center)
- Publicizing “Endless Opportunities”: free Zoom weekday programming designed for Jewish older adults, organized by Temple De Hirsch Sinai and several other Seattle Jewish organizations

Ongoing Initiatives

- Visiting scholar Joel Hoffman, will present “Hidden Jewels of the Prayer Book,” in three sessions: Nov. 22, Dec. 6, Dec. 13 (Andrea is organizing)
- “Nosh of Learning” in February or March 2021 (Andrea is organizing)
- Zoom presentation (summer 2021) by Jonathan Ned Katz (author of *Gay American History*) about his forthcoming book, The Daring Life and Dangerous Times of Eve Adams, an immigrant to the U.S. who became a Holocaust Victim. Born Chawa Zloczewer into a Jewish family in Poland, Adams cemented her rebel reputation after emigrating to the U.S. in 1912. The young woman befriended anarchists, sold left-radical publications, took her new name, and ran lesbian-and-gay-friendly speakeasies in Chicago and New York. Then, in 1925, Adams risked all to write and publish a book titled Lesbian Love. She was subsequently deported, and murdered by the Nazis. (Emily is organizing)
- CBI history, presented on Zoom by Tim Baker (date to be announced)
- Sharing on CBI website and in The Timbrel programming with Jewish content presented by other organizations that congregants are enjoying (Andrea and Melissa are organizing)

- Zoom talks by knowledgeable CBI members, on a variety of topics, not necessarily Jewish topics (Miriam Schwartz and Bob Goldman are organizing)
- Zoom talk by Anat Hoffman, founder of Women of the Wall (Melissa is organizing)

Future Aspirations

- Continue the way we have been working (including taking advantage of opportunities as they arise)
- Develop programming goals – then evaluate how we are fulfilling those goals and what we want to add, or do differently, if anything
- Collaborate on programming with the Social Action Committee
- When we can hold in-person events safely again, present hybrid events so that some congregants and CBI’s long-distance friends can still participate remotely.
- Strengthen and deepen collaborations with Village Books and the Pickford Film Center
- Explore joint events with programs at Western Washington University including LGBTQ+ and the Ray Wolpov Institute for the Study of the Holocaust, Genocide & Crimes Against Humanity
- Continue to use programming in a variety of ways, depending on the nature of each program we plan, in order to do one or more of the following:
 - build and strengthen the CBI community
 - welcome students involved with Hillel
 - attract unaffiliated Jews to CBI, and
 - build relationships with the broader community

Submitted by Emily Weiner

Attachment 5 Care Committee

Priority #2

Develop a vibrant Jewish Community with opportunities to connect, create and contribute

Strategies

Demonstrate caring for our synagogue congregants as well as Jewish non-members who are unable to go out or need assistance

Accomplishments 2017-2020

1. Developed committee procedures and created formal document
2. Set up Google Drive Chavurim database with assigned case managers
3. Increased membership by net of 3 people
4. Created Mitzvah Corps list/database of volunteers for various support activities
5. Provided community workshop in partnership with Cemetery Committee on End of Life Planning

6. Conducted handwashing training for Kesher students
7. Conducted workshop on skills for visiting the sick
8. Placed emergency supply kits around synagogue
9. Set up and orchestrated calls to all members re Covid situation and then again for High Holy Days
10. Placed articles in Shofar on various topics related to committee activities

Ongoing Initiatives: The committee carries out its usual functions of sending cards, visiting those on the Chavurim list, setting up meal trains for people in need, and a variety of other activities required to support people with long- or short-term needs.

Future Aspirations

1. Planning another End of Life course
2. Refining participation and activities of the Mitzvah Corps
3. Develop and deliver other workshops

Submitted by Harriet Markell

Attachment 6 Kesher Directors

Priority #3

Be a responsive center of Jewish learning for every age & stage of life

Strategies (Goals)

1. Provide adult learning opportunities that value intellectual inquiry & expressions
2. Provide a rich hub for Hebrew Learning as an integral part of Jewish life
3. Offer a variety of youth engagement opportunities

Kesher Mission

Kesher provides classes for children from birth through 10th grade, and supports youth group activities, and youth leadership opportunities.

Strategy #1 was not reviewed because Kesher is NOT responsible for adult education. Adult Education is being provided by clergy and the Program Committee.

Completed Initiatives

1. Created a Kesher Advisory Committee
2. Created a new curriculum for Hebrew and Jewish studies
3. Supported development of the Children's and Youth's Library
4. Built a gaga pit outside

5. Reviewed the B'nai Mitzvah manual
6. Identified a Youth Representative for the Board
7. Created a Keshar enews
8. Created new Parents Handbook
9. Created new Parent and Teacher's Handbooks for Zoom classes
10. Instituted new registration program and reviewed tuition fees
11. Updated information on website
12. Established arts and crafts table and Israeli dancing after Family Services (will reconvene when we re-open)
13. - Created policies for student behavior
14. - Updated all teacher employee paperwork, evaluation process and training program.

Ongoing Initiatives

1. Identify and prioritize funding needs
2. Support BAY youth group and identify youth leadership opportunities
3. Develop resources for Jewish learning at home

Future Aspirations

1. Develop garage sale to raise money for Keshar
2. Purchase playground equipment
3. Create middle school youth group
4. Use classroom space during the week by creating a pre-school or renting out the preschool

Submitted by Nicki Neiman and Andrea Shupack

Attachment 7 Social Action Committee

Priority #4

To translate Jewish values into social action projects in the CBI community and the world.

Committee Description

The Social Action Committee takes a leadership role in involving our Jewish community and congregation in community projects that focus on key social needs such as hunger and housing. By working through existing community organizations, we maximize our resources and build important alliances with the greater, non-Jewish community .

Goal

1. Create a culture of volunteers who are actively involved in putting Jewish values into action. Periodically review decision making process for when to take action on social welfare and social justice issues as they arise.
2. Participate and take leadership roles in collaborations with other synagogues and greater community issues .
3. Serve as a community meeting place and host social justice events for the broader community.

Completed Projects

1. Arranged speakers and movies over last 3years.
2. Completed refugee boxes (2017) Seattle JFS.
3. Sponsored Speaker, Hannah Stone.
4. Worked with BI stitchery group to embroider panels for 25 Million Stitches, an art installation in recognition of displaced refugees .

Continuing / Ongoing Projects

1. Mitzvah Day for the community and Kesher
2. Pride Parade and ongoing support of LGBTQ community
3. Collection of food and hygiene articles needed by Bellingham community I.e. The Food Bank , DVSAS Thanksgiving , Whatcom Humane Society and the Opportunity Council .
4. Collaborative projects with Interfaith Coalition i.e. Annual Coat Drive, cleaning transitional housing, Family Promise program , attendance at Annual Auction of Hope.
5. We will continue to sponsor Blood Drives and bone marrow drives when possible .

Committee Priorities for 2020

1. Be at the forefront of environmental sustainability encouraging waste reduction through “ reuse , reduce and recycle”.
 - a. Support and mentor B’nai Mitzvah students in the reduction of single use plastics.
 - b. Educate of CBI members on how to give up plastics.
2. Resist Racial intolerance by engaging and education the CBI community on how best to combat discrimination .
 - a. Continue development of a plan to combat anti-semitism
 - b. Work with Ray Wolpow Center .
 - c. Coordinate with programming committee to present a program on anti-semitism
3. Continue Social Action Book Group 2-3 times a year on topics of concern .

Submitted by Linda Blackwell

Attachment 8
Facilities Maintenance and Management Committee

Priority #5

Achieve a highly effective synagogue governance, management and systems structure that is transparent and responsive to current and future needs.

Strategies

Oversee building maintenance, space planning needs & manage building facilities

Accomplishments 2017-2020

The Facilities Maintenance and Management Committee (hereafter FMMC) is a standing committee responsible for the maintenance, management, and rental of the building and grounds belonging to Congregation Beth Israel (CBI) at 751 San Juan Boulevard. In the last year FMMC has been meeting more often and creating official sub-committees to take on the many tasks that previously did not fall into any existing committee roles. There are many important sub-committees to the FMMC that ensure work is being done as well as sharing progress and ideas amongst each other. FMMC has been meeting regularly every month for the past year. The sub-committees of FMMC are the following;

- Interior Design (Katie Edelstein)
- Safety & Security (Dan Ohms)
- Facility Technology (Isaac Konikoff)*
- Property and grounds (Miriam Schwartz/ Kevin Donner)*
- Facilities Maintenance (Marta Brand)*
- Events and Rental (Katie Edelstein)*
- Legal & Liability (Dan Raas)**
- Building Finances (Karen Sloss)**

And the following Task Forces

- HS Grants (Steven Garfinkle)
- Acoustics and Video (Marta Brand)*
- Property Boundary Review (Dan Raas and Steven Garfinkle)*

* New Sub-committees created!!

**Not yet official Subcommittees but people working on tasks

List of major accomplishments

- Secured Occupation permit
- Improved WiFi
- Homeland grant to install entry gate
- Improved safety on sanctuary windows with coverings
- Ark design and construction (eta completion Jan 2021)
- Library is set up

- Landscaping under contract and set to complete Q1 2021
- Unified Security coverage with improved access using FOBs and simplified emergency
- Awarded Second grant from Homeland Security for Fencing, windows, lighting.
- Maintenance committee created list of tasks and annual inspections.

Ongoing Initiatives

- 2nd awarded grant from HS
- Landscaping of grounds
- Acoustic improvements in sanctuary
- Video broadcasting of services from sanctuary
- Fencing of perimeter
- Develop commercial kitchen design and plan

Future Aspirations

- Create space for storage container and yard waste
- Commercial Kitchen installation
- Finalize landscaping plantings and bonds

Submitted by Josh Greenberg

Attachment 9 Human Resources Committee

Priority #5

Achieve a highly effective synagogue governance, management and systems structure that is transparent and responsive to current and future needs.

Strategies

Recruit and retain highest caliber of clergy and staff

Accomplishments 2017-2020

The Human Resources Committee is proud of the accomplishments we have made so far. They include the following:

- Established an employee review process and protocols for its implementation including regular scheduling.
- Completion of an employee Handbook and have had it legally reviewed. We submitted the handbook for a current legal review in October 2020 and are now reviewing the suggested changes. When completed, it will be submitted to the board and given to CBI employees.
- We have established Personnel Files for all employees.
- Our committee has provided assistance and liaison support on several occasions when requested
- Assist in the hiring process upon request

Ongoing Initiatives

- Create a Human Resources Committee *Policy/Procedure* handbook with the purpose of maintaining and keeping our documents current and to be reflective of our *Employee Handbook* stated policies and procedures.
- Identify trainings that would support staff development and enhance understandings of current policies and safety procedures.
- Maintain job descriptions that are current and accurate.

Future Aspirations

- Maintain oversight of our *Employee Handbook*, personnel files, job descriptions and any other relevant documents.
- Explore providing benefits for our employees through the URJ.

Submitted by Joan Sager

Attachment 10 Governance Taskforce

Priority #5 Achieve a highly effective synagogue governance, management and systems structure that is transparent and responsive to current and future needs.

Strategies

Strengthen governance

- a. Create clear job descriptions and procedures for serving on committees
- b. Develop a sustainable committee structure
- c. Respond to requests to draft policies and/or procedures as needed

Accomplishments 2017-2020

- Developed Accountability/Consequences Policy for CBI Board Members: a process for responding to problematic behavior (Oct. 2017)
- Developed Committee Chair Guidelines – would like feedback re. how it was received/implemented-monitored
- Updated Job Descriptions – Secretary & Treasurer, made suggested Admin. Assistant changes for HR. Incorporated new FSD position.
- Created Financial Sustainability Director position and Job Description.would like feedback...how is it working?
- Started work on several issues which are on hold waiting for Board feedback including:
 - o -Code of Conduct for Synagogue leaders and congregants
 - o -Update Policy & Procedure Statement Regarding Membership Status (4-11-11)

Ongoing Initiatives

- Respond to Board or Exec Comm requests to draft policy and/or process docs as needed
- Periodic review and update job descriptions for Board members and officers including roles and responsibilities.
- Create an Annual Operating Plan of Activities

Future Aspirations

- Clarify Governance mission and make this group a committee – not Task Force.
- Develop a flexible & sustainable Committee Structure (Committee composition, mission, who appoints/membership approval, chair turnover, etc. (Continuation of past work)
- Facilitate periodic reviews of committee mission statements, structure and composition.
- Develop a process for addressing problems in the function and/or composition of committees.

- Complete work on process/policy for dealing with grievances and ethics violations for lay leaders....(Adapted from recently passed Board member policy; related to Code of Conduct).
- Assure the development/maintenance of a CBI Policy Manual and make visible to all policy makers.
- Insure that appropriate people affected by a policy are informed of the policy and involved in its implementation/evaluation.
- Encourage new members' involvement in committees and provide opportunities to participate.

Submitted by Mitch Press and Rena Zeigler

Attachment 11 Communication Team

Priority #5 Achieve a highly effective synagogue governance, management and systems structure that is transparent and responsive to current and future needs.

Strategies

Develop a clear, meaningful and relevant communication plan (e.g. explore new opportunities to disseminate information, redesign website, develop social media plan, keeping in mind target audiences etc.).

Accomplishments 2017-2020

2017: Policies and procedures were worked out with a larger team. In 2017 Communication responsibilities included (a) maintaining the website, which includes posting of board documents monthly, and events weekly, (b) continuing to implement use of Yammer, and (c) producing the Shofar, Payquiq forms, brochures and flyers as needed.

2018: Work began with URJ to get the new website platform online. Information systems recently installed in new building: A voice over IP phone system including 21 handsets to allow building wide telephone access as well as intercom and paging features; a computer server and firewall to provide networking infrastructure; a wireless network to allow internet connectivity for staff, congregants and guests. (this was under umbrella of communications until 2020)

2019: Migrated and created new website on URJ's WordPress platform. Learning Wordpress, rebuilding every category, adding and upgrading content, tightening security for the Members Only section, and maintaining the website on a regular basis. Creating and maintaining registration/payment forms on the website; and helped set up an onsite credit card payment system for synagogue events.

2020: Most of 2020 was spent maintaining the congregational website, adopting new functions and keeping items and pages up-to-date. In 2020, this has been especially important during the Covid-19 facility closure.

- Created templates for flyers and correspondence.

- Created online Member Photo directory
- Compiled slideshow for annual meeting

Ongoing Initiatives

Creating payment forms online, making it easier to register and pay for dues, classes, Keshet, and programming events.

Continuing to post board documents and events online.

Encouraging various committees to send updated information for the website (such as youth group) Continuing to update member photo directory – we have about half the membership included.

This has been under communication umbrella, but is migrating to tech committee in 2020/21: Supporting the growing IT needs of CBI, such as creating and managing email users as well as making recommendations for remote working applications. And working with the FMMC to upgrade our camera system and internet access so that more security/facilities members can remotely monitor the CBI campus as well as have a functional front gate and security system.

Future Aspirations

- Centralizing information online and making it accessible to staff, board members and committee chairs (I.e. flyer/email/correspondence templates, photos, marketing materials).
- An audit of how the synagogue communicates – internally, with congregants and out to the broader community, with a goal of streamlining and improving. (This audit is on hold amid current Covid shutdown; hope to get it up and running in spring 2021)
- Looking at new functions for website, and keeping up with new apps and ways to stay in touch with members/community.

Team members: Melissa Schapiro, chair; Isaac Konikoff, technology, Harriet Markell, board liaison.

Submitted by Melissa Shapiro

Attachment 12 Board of Directors

Priority #3

Develop a vibrant Jewish Community with opportunities to connect, create and contribute

Priority #5

Achieve a highly effective synagogue governance, management and systems structure that is transparent and responsive to current and future needs.

Strategies and Accomplishments 2017-2020

1. Establish a more deliberate and conscious process for synagogue leadership
 - a. Selection Nominating Committee has a new process of vetting potential Board members, including an interview with a set panel of questions and a history of being involved. This has moved the process from “any warm body” to people who have particular skills and areas of expertise, and who are willing to put the time into being a Board member that it deserves.
 - b. Development/Training: In addition to inviting the new Board members to attend the June meeting, we have instituted a more formal orientation process, and a mentor program. We have also begun to have a special Shabbat acknowledgment and blessing for incoming Board members.
2. Integrate planning and evaluation into synagogue operations
 - a. Strategic Plan: Reviewed more or less annually by Committee chairs and Board. End of Plan review organized by Jane Relin in anticipation of a renewed Strategic Plan in 2021.
 - b. Annual Operating Plan: First Annual Plan submitted in January 2020, and 2021 is being developed.
3. Ensure Board of Directors is strategic, high functioning and effective: Nominating committee is paying attention to the interpersonal aspect of a candidate’s application. More use of Yammer to reduce length of agendas and make better use of time. Improved communication with all standing reports due ahead of time and posted on the CBI website routinely. Board retreat February 2020.
4. Confirm that comprehensive management systems are in place, e.g.
 - a. Administration – Mary’s procedure handbook is moving ahead. Review process is improved and being done in a timelier fashion.
 - b. Finance – New position – Financial Sustainability Director, and
 - c. Personnel – HR support and review process improved, Employee Handbook has been updated and vetted by legal counsel.
 - d. School Operations – Keshet Advisory Group formed, new Co-Director job descriptions and new Co-Directors hired.
 - e. Contractual Agreements – Getting three bids on jobs when able, Rental Agreement has been simplified to some degree.
 - f. Fundraising - new Fundraising Chair as CCC sunsets and the two groups become one.
 - g. Building Maintenance – FMCC formed and new structure of sub-committees so there is not a single person in charge of everything. Documentation of charters for most if not all of these sub-committees and task forces.

Ongoing Initiatives:

- Continue to raise funds to pay for building needs, including kitchen, bima, AV equipment.
- Continue to secure the perimeter and improve safety and security of people and property.
- Foster more connectivity within and outside of the CBI community.

Future Aspirations -

- Leadership training program, perhaps the URJ's module approach.
- Re-consider the committee structure we have, and improve the communications, integration, and effectiveness of our committees. Currently with many committees with over, many committees without a charter or accessible roster.
- Establish an endowment for future capital needs of the synagogue.
- Look into new options for staffing - a part-time executive Director, an in-residence or part time handyperson to do some maintenance and property management, perhaps a restructuring of the administrative duties
- Investigate the possibility of a pre-school or daycare onsite to provide an income stream and connect more families to the synagogue.

Submitted by Miriam Schwartz