

| ID | Recommendation | Action | Start Date (if known) | Due Date | Responsible parties | Estimated cost/LOE | Preceding/connected actions | Outcome metric(s) and target | Notes/other considerations |
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| 1a | Make Financial Sustainability a Priority | Complete a refinance of the mortgage which matures in late 2020 in connection with efforts to finance some of our major capital repairs. | August 2019 | June 2020 | Finance Committee (lead) Controller | Volunteer led and LOE Medium | 1b, 3a | Complete by target date | Requires review and approval by Executive Committee and Board of Trustees. May require updating bylaws as to party(parties) who may be able to obligate the shul. Needs to be included in new bylaws as to who signs. |
| 1b | Make Financial Sustainability a Priority | Attempt to reinstate our line of credit. | August 2019 | June 2020 | Finance Committee (lead) Controller | Volunteer led and LOE Medium | 1a | Complete by target date | We will seek proposals from several banks and, in the process, reevaluate our banking relationship. Requires review and approval by Executive Committee and Board of Trustees. Needs to be included in the new bylaws as to who signs. |
| 1c | Make Financial Sustainability a Priority | Establish/re-establish the accounting oversight review committee. | August 2019 | December 2020 | Finance Committee (lead) Executive Committee and Board of Trustees | low | 3a | By target date committee has a chair and at least two other members. | This must be independent without Finance Committee input as to the reviews. |
| 1d | Make Financial Sustainability a Priority | Create a balanced budget that reflects our values and does not require any use of endowment or reserve funds. | May 2020 | May 2024 | Finance Committee (lead) Executive Director, Controller | Volunteer led and LOE High | | Complete by target date | New budget would fairly compensate all of our employees and fund initiatives that are key to the synagogue while maintaining accountability and transparency. Budget should also provide for an additional clergy member. This must be divided up into sub tasks by the implementation committee and/or the Finance committee to provide yearly milestones to make sure we hit this target in 2024. |
| 1e | Make Financial Sustainability a Priority | Complete capital repairs (facade) financed by bank borrowing. | January 2020 | October 2022 | House Committee (lead) Executive Director Finance Committee | LOE High - \$200K cost | 1a | Complete by target date | Requires review and approval by Executive Committee and Board of Trustees. Cost amount is only a placeholder. |
| 1f | Make Financial Sustainability a Priority | Establish multi-year operating and capital budgets, including a fund to cover periodic capital expenses related to building repairs. | May 2021 | May 2022 | Finance Committee (lead) Executive Director Controller | Volunteer led and LOE High | | Complete and fund established by target date | Requires review and approval by Executive Committee and Board of Trustees. This should address accessibility issues as well |
| 1g | Make Financial Sustainability a Priority | Identify one or more new tenants who will increase the utilization of our building and provide us revenue. | March 2020 | October 2022 | Executive Director (lead) Finance Committee | This may require a real estate agent LOE med/high | | Complete by target date | This could include a synagogue, another pre-school, a business, or something else entirely. Implementation committee should determine sub-milestones like reaching out to X organizations a year for such a partnership or signing a contract with organization Y by a given date. It is also our goal to maintain our current tenants while reviewing all current leases. |
| 2a | Cultivate a Culture of Giving | Hire a Director of Development. | August 2019 | January 2020 | Executive Vice President (lead) Executive Director Executive Committee | Volunteer led and LOE Medium, cost \$90K per year +/- | | Complete by target date | The director will begin to develop relationships with potential donors as well as provide direction to the lay leadership in developing fundraising skills. This hiring will be done under the authority of the Executive Committee and Board of Trustees, using funding already approved in the 2019/2020 budget. |

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| 2b | Cultivate a Culture of Giving | Establish a Giving Coordinator as a Vice President of the Board. | January 2020 | October 2020 | Executive Committee (lead) Bylaws Committee | n/a | 3a, 3b | Complete by target date | Such a position would be added as part of the larger Board of Trustees reorganization proposed below. Fundraising and other giving campaigns can be coordinated through one person or committee and would work in connection with the development director. Requires new bylaws and approval at a Congregational Meeting. |
| 2c | Cultivate a Culture of Giving | Establish an annual giving campaign with the goal of 100% participation from all members. | March 2020 | October 2024 | Development Director (lead) | Volunteer led LOE Med/High | 2a, 2b | 25% participation by October 2022 50% participation by October 2023 >75% participation by October 2024 Annual fundraising goal established by October 2024 | This will allow people to begin to expect to give to Beth Shalom each year as a matter of course and help stabilize our cash flow from year to year. We will ask our members for 100% participation at any level of support as an aspirational goal. |
| 2d | Cultivate a Culture of Giving | Develop a new dues structure that is more reflective of members' ability to pay. | March 2020 | March 2021 | Finance Committee (lead) Executive Director Controller | Volunteer led and LOE High with assistance from Giving Chair | 1f,1d,3a | Complete by target date | Should result in more dues collected and reduced delinquency. Several subcommittees of the finance committee to will be formed to complete this task. Metrics will need to be developed once full information is gathered about current payment levels. |
| 2e | Cultivate a Culture of Giving | Establish a successful legacy giving program with at least 36 participants. | September 2019 | October 2020 | Life and Legacy Committee (lead) Development Director BOT Giving Chair (VP Development) | LOE Medium | | 36 participants by target date 18 participants annually | This will create an easy route to provide a gift to the synagogue and would also signal a changing culture of giving. This is already in progress via the Life and Legacy program. |
| 3a | Modernize the Synagogue's Leadership Structure | Develop a Board and Executive Committee structure designed to better share responsibility and align with current best practices. | November 2019 | February 2020 | Executive Committee (lead) Executive Director Board of Trustees Bylaws Committee | High LOE | 3b | Complete by target date | The early implementation will be done in advance of new bylaws, including revising the balance of responsibilities across the Executive Committee and allowing members to roll off of the Board of Trustees without nominating new members in 2020. |
| 3b | Modernize the Synagogue's Leadership Structure | Write new bylaws conforming to the new Board structure and provide adequate flexibility for changing times. | December 2019 | May 2020 | Bylaws Committee (lead) Executive Committee Board of Trustees | LOE High | 3a | Goal is to have the new bylaws ready for May Congregational Meeting | Systematic review and restructure of the bylaws by lay leaders with legal background and training. Flexible and short, not long and highly detailed/specific. |
| 3c | Modernize the Synagogue's Leadership Structure | Establish new protocols for Board transparency. | November 2019 | May 2021 | Executive Committee (lead) Executive Director | LOE Medium | 3a, 3b | Complete by target date | These could include open Board meetings, posting materials online for congregant review, and holding working congregational meetings to meaningfully engage the shul community in decision making. |
| 3e | Modernize the Synagogue's Leadership Structure | Restructure the Standing and Ad-hoc committees to align with the best practices identified during the facilitated discussion and new Board structure. | November 2021 | May 2022 | Executive Committee (lead) Executive Director Board of Trustees Bylaws Committee | LOE Medium | 3b, 3d | Complete by target date | |

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| 3f | Modernize the Synagogue's Leadership Structure | Write a guidebook intended to support volunteer leadership across the synagogue. | | October 2022 | Committee Chairs (lead) Executive Committee Board of Trustees Executive Director Derekh | LOE High | | Complete by target date | This guidance would define a pathway to experienced leadership extending from volunteer to volunteer leader or committee member, to Board Member, to Board Officer. New or revised guidance would also detail job descriptions and expectations and corresponding training materials for Board and committee members. Derekh has already done work in this direction, make use of their expertise. |
| 4a | Expand the Profile of Youth and Families in Institutional Planning | Establish representation for youth and families at the executive level. | January 2020 | May 2020 | Bylaws Committee (lead) Executive Committee | LOE Low | 3a | Complete by target date | To be completed during EC restructuring. Additional effort is minimal for this action relative to all restructuring. |
| 4b | Expand the Profile of Youth and Families in Institutional Planning | Establish a new Youth Committee comprised of staff serving youth and families as well as stakeholder congregants. | May 2020 | October 2020 | President (lead) Executive Committee Board of Trustees | LOE Medium. If staff member hired ~50K annual cost | | Youth committee established with representatives from each existing youth group. Lay leader found or new staff member hired. | Membership should draw from: leadership and representatives of Youth Programming; Youth Tefilah; JJEP; ELC; Shabbabababa; Bnei Mitzvah cohort, along with youth and families Board rep. |
| 4c | Expand the Profile of Youth and Families in Institutional Planning | Take first steps to enhance youth programming in specified areas, with renewed attention to engaging and a Shabbat focus. | November 2019 | October 2021 | Staff in charge of programming for youth and families (lead) Rabbi Executive Director Youth Committee | LOE Medium | 4b | Three programs established with at least 10 participants each by target date. An annual programming review should assess success of new vs. 'traditional' programs. | Includes social action, learning/studying for youth and adults (e.g. Torah trop on Shabbat); intergenerational activities; and teen programs developed jointly by Youth Advisor and USY Board. |
| 4d | Expand the Profile of Youth and Families in Institutional Planning | Establish a 'pryground' and library of books and developmentally appropriate toys for children outside/inside the sanctuary, and/or a play mat in the ballroom for our youngest congregants. | May 2020 | October 2020 | Youth Committee (lead) Religious Services Committee | LOE Low | 4b, 5f, 5e | Prayground established in both ballroom and main sanctuary | |
| 4e | Expand the Profile of Youth and Families in Institutional Planning | Develop 3-5 new 'signature' Beth Shalom programs that are replicable, cost effective and have potential to create expectations and excitement as children grow at Beth Shalom. | May 2020 | October 2022 | Youth Committee (lead) VP for Youth Staff in charge of programming for youth and families | LOE Medium | 4b, 4c | Three programs established with at least 10 participants each by target date. An annual programming review should assess success of new vs. 'traditional' programs. Assessment may also include engagement of new families. | This action includes assessing whether programs have served cohorts that had been falling through gaps in engagement. These new programs will be targeted at cohorts that have fallen through gaps in engagement (transitioning out of ELC, out of Manny's Shabbat service, post-B'nai Mitzvah). Examples of programs include developing a family havdalah service and developing an open playtime and Oneg Shabbat for children and young families. These programs should address the needs of youth members of all ages. |
| 4f | Expand the Profile of Youth and Families in Institutional Planning | Renovate appropriate, designated space for youth. | May 2020 | October 2024 | Youth Committee (lead) Executive Director | LOE Medium, ~20K one time cost | 4b, 4e, 5f | Complete by target date | Work with the membership committee as well to do this task in coordination with their redesign work. |
| 4g | Expand the Profile of Youth and Families in Institutional Planning | Adapt staffing to bridge Shabbat morning with general youth and family programming goals. | August 2019 | October 2024 | BOT and Youth Committee | LOE Medium, ~20K annual cost | 4b | Programs for all youth age groups established by target date. | Could include hiring trained Jewish educators for Shabbat morning programming. Started with Mini Minyan, but needs to be extended to other areas. |
| 5a | Make the Synagogue More Welcoming | Create a fully functional membership committee | August 2019 | November 2019 | President (lead) Executive Director | LOE Low | | Membership committee created with a chair and 4 involved members. | |
| 5b | Make the Synagogue More Welcoming | Design a member onboarding process | November 2019 | October 2020 | Membership Committee (lead) Executive Director Derekh Sisterhood Men's Club | LOE Medium | 5a | Member onboarding process fully fleshed out with owners | participation by organizations like Derekh, Sisterhood, Men's Club so that they can engage the new members as they join. |

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| 5c | Make the Synagogue More Welcoming | Host parlor meetings at the rabbi's home with specific demographic groups in separate get-togethers. | May 2020 | October 2022 | Membership Committee (lead) Rabbi | LOE Medium, ~1K annual cost | 5a | One full year of program started by target date | Goal is to improve interactions between shul leadership and members. |
| 5d | Make the Synagogue More Welcoming | Improve the experience of entering the synagogue. | October 2021 | October 2022 | Membership Committee Executive Director | LOE Medium, ~5K one time cost | 5a, 5d, 5e | Renovation complete by target date | Design pleasant experiences for the entrance to the synagogue, redesigning the physical layout as necessary. Manage the transition past security to minimize anxiety and maximize safety. Use outdoor space as a way to transition people inside. Use "guest walkthroughs" to gather information about pain points that make the space less welcoming. |
| 5e | Make the Synagogue More Welcoming | Improve signage in building, both to help members locate events and to make them feel welcome. | October 2021 | October 2022 | Membership Committee Executive Director House Committee | LOE Low, ~1K one time cost | 5a, 5d, 5f | Signs up by target date | |
| 5f | Make the Synagogue More Welcoming | Improve the comfort and welcome of the physical space of the synagogue. | October 2021 | October 2024 | Membership Committee Executive Director House Committee | LOE Medium, ~5K one time cost | 5a, 5d, 5e, 4e, 4f | Renovation complete by target date | Create lounge space with soft, comfortable furniture. Get more comfortable chairs in ritual spaces. Have quiet Jewish music playing in the building. Work with the youth commission as well to do this task in coordination with their redesign work. |
| 5g | Make the Synagogue More Welcoming | Connect less-connected members with highly engaged members. | October 2022 | October 2024 | Membership Committee | LOE Medium | 5a | 1st year of pilot program completed with at least 10 new member enrolled. | Details of this must be determined by Membership Committee. Ideas include: Assign mentors for less-connected members. Train the mentors and have a program for them to follow so they can mentor effectively. Host a new member dinner at someone's home. A highly engaged member personally invites each less-connected member to an event once per year. |
| 6a | Improve Member Engagement | Improve access to member engagement-related information with up-to-date contact relationship management (CRM) software. | October 2019 | October 2020 | Membership Committee (lead) Executive Director Executive Committee Rabbi Derekh | LOE High, unknown cost for new software & migration of data from chaverware to new system. | 5a | New system implemented by target date that holds member preferences about messaging, volunteering, events. System will facilitate messaging and be easy to use for Staff and lay leaders. | Need to examine current software and determine which if any other software is more appropriate while considering cost issues |
| 6b | Improve Member Engagement | Increase targeted communications to membership, to help members identify events of interest and to help like-minded members find one another. | October 2019 | October 2022 | Membership Committee (lead) Derekh | LOE Medium | 6a | By target date have ability to customize messaging to members based on their preferences. Increase member engagement with communications by 100% | Goal is to communicate more effectively with members about existing opportunities for engagement. Special attention should be given to volunteering and chesed opportunities, which are currently not communicated effectively. This can start early, but requires 6a to really get going. |
| 6c | Improve Member Engagement | Develop a new "volunteer matchmaker" position for a single lay leader or new volunteer coordination committee. | October 2020 | October 2022 | Membership Committee (lead) Derekh | LOE Medium | 5a, 6a | Chesed Committee / Volunteering committee established by target date. | Bring volunteering activities like meal trains and visiting the sick that are already happening into the shul to make them more organized and let more people have access to them, not just people inside the close circle that receives and gives such care. Start an annual volunteering appeal to complement the annual giving appeal. |
| 6d | Improve Member Engagement | Provide more opportunities for casual communication between members outside official channels. | May 2020 | October 2024 | Membership Committee | LOE Medium | 5a | Data collected by target date. Creation of three new casual communications channels by target date. | Includes collecting information to understand how current members are casually contacting one another and amplify their successes. This might include shabbat dinners in people's homes, online channels like Facebook or Slack, or meetups at the JCC or Starbucks. |

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| 6e | Improve Member Engagement | Engage people when they are in the building for other reasons. | October 2022 | October 2024 | Membership Committee (lead) Derekh | LOE Medium | 5a, 5d, 5e, 5f | By target date establish three different regular methods of engaging people who are in the building for other reasons. | For instance, engage parents at ELC dropoff and pickup. |
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