



# **Jewish Federation of New Hampshire Strategic Plan**

*Approved:  
June 26, 2024*



# **Jewish Federation of New Hampshire Strategic Plan**

## **Background and Context**

In early 2000 the Jewish Federation of Greater Manchester became a statewide organization – the Jewish Federation of New Hampshire. Since that transition, the organization experienced numerous changes and challenges including the sale of the Federation’s building, decrease of major donors, a decline in the annual campaign, a halt in programming, and turnover in the executive leadership. Programming returned approximately five to six years ago, but was lacking in strategic direction.

The Jewish Federation of New Hampshire engaged Linda Simansky of Simansky Consulting to facilitate a strategic planning process. The goal of the strategic planning process was to assess the communal needs and desires and craft a plan to stabilize and grow the institution.

## **Process**

Board Chair, Tracy Richmond, appointed a Strategic Planning Committee that consisted of representatives of the greater New Hampshire Jewish community and Amy Lester was appointed Chair of the Strategic Planning Committee (see Attachment A).

The Strategic Planning Committee met 6 times starting in November 2023 and concluding in June 2024. The Committee engaged in their own focus group, research to understand the New Hampshire and Jewish communal landscape, identification of focus group participants, development of a Jewish NH communal survey, and drafting of JFNH’s revised mission statement and proposed strategic priorities and goals.

## **Methodology**

*The Strategic Plan was crafted with the following inputs:*

- November 5 JFNH board meeting - solicited input around the organization’s constituency, changing trends, Strengths, Weaknesses, Opportunities, and Threats (SWOT), and JFNH’s mission statement
- Landscape review included review of articles, research into Jewish and non-Jewish organizations to provide ideas and insights

- 6 Focus Groups totaling 65 participants which included Interfaith families, unaffiliated individuals, families with young children, Strategic Planning Committee, clergy, and a focus group open to the entire Jewish New Hampshire population
- Communal Survey that yielded 161 participants
- 5 targeted interviews
- Ongoing JFNH Board updates and opportunities for input including March 20th presentation of focus group findings and May 15th presentation of communal survey results and presentation of draft mission statement, strategic priorities and goals

**Outcomes:**

During the May 15, 2024 JFNH Board meeting an overview of the strategic planning process was provided along with the presentation of the draft revised mission statement and strategic priorities and goals that comprise the Strategic Plan. During that meeting the Board asked clarifying questions and offered thoughts about implementation, and responded positively to both the mission statement and strategic priorities and goals.

On June 26, 2024 the JFNH Board approved the Strategic Plan which includes the following revised mission statement, strategic priorities, and goals.

**JFNH Mission Statement**

The Jewish Federation of New Hampshire is a statewide organization that connects and engages the wider Jewish community of New Hampshire through meaningful local, regional, and statewide activities. JFNH advocates for the interests of the Jewish community locally and in Israel, raises and allocates resources to enable a thriving and safe Jewish New Hampshire, and partners with the state’s synagogues to enhance and expand Jewish life throughout the state.

## **JFNH Strategic Priorities and Goals**

### **Strategic Priority 1: Review, evaluate, and align programs and advocacy activities to meet the need for statewide, regional, and local engagement**

Goal: Strengthen and adapt JFNH's strategies and programming to meet the need for statewide, regional, and local activities particularly in the areas of making connections, statewide events, and advocacy (Antisemitism and Israel)

Goal: Develop criteria and a system to decide which programs and advocacy opportunities to prioritize

Goal: Develop a formal process for including programs and events to JFNH's calendar

Goal: Establish a system for formally collaborating with Jewish NH's synagogue leadership

### **Strategic Priority 2: Assess JFNH's staffing levels and structures and how they align with current needs and implementation of the strategic plan**

Goal: Determine the appropriate staffing and structure to meet JFNH's operational needs, achieve JFNH's strategic priorities, and grow its fundraising capacity

### **Strategic Priority 3: Increase JFNH's Board of Directors' capacity to carry out the organization's mission**

Goal: Establish a system for cultivating and attracting diverse board members who represent JFNH's constituency

Goal: Engage in regular board education and training related to board roles and responsibilities

## **Conclusion**

JFNH plans to ensure effective follow through on the strategic plan by appointing a Strategic Plan Implementation Task Force that will begin meeting over the summer.

## **Attachments**

<b>Attachment A</b>	Strategic Planning Committee
<b>Attachment B</b>	SWOT Analysis, Synthesis, Board Retreat November 5, 2023
<b>Attachment C</b>	Mission Statement Discussion Synthesis, Board Retreat, Nov. 5, 2023
<b>Attachment D</b>	JFNH Constituency Discussion Synthesis, Board Retreat, Nov. 5, 2023
<b>Attachment E</b>	Focus Group Report
<b>Attachment F</b>	Listing of Focus Group Participants
<b>Attachment G</b>	Focus Group Protocol
<b>Attachment H</b>	Individual Interviews - Summary of Notes
<b>Attachment I</b>	Ideas Generated by Focus Group Participants
<b>Attachment J</b>	Statewide Organization Research - Summary of Findings
<b>Attachment K</b>	Organizations Studied
<b>Attachment L</b>	Campaign Analysis by Jeff Crocker
<b>Attachment M</b>	Link to community survey

**Attachment A**  
**Strategic Planning Committee**

Amy Lester, Durham, Chair

Zachary Camenker, Concord

Jeff Crocker, Peterborough

Amy Hyett, North Hampton

Sharon Weiss, Nashua

Tracy Richmond, JFNH Board President, Ex-Officio

Allyson Guertin, JFNH Executive Director, Ex-Officio

**Attachment B**  
**SWOT Analysis, Conducted November 5, 2023 Board Retreat**

Jewish Federation of New Hampshire

Strengths, Weaknesses, Opportunities, Threats (SWOT) Analysis

INTERNAL FACTORS – Aspects of JFNH that are <b>WITHIN</b> your control	
STRENGTHS - What does JFNH do well?	WEAKNESSES – What is limiting JFNH growth?
<ul style="list-style-type: none"><li>● Dedicated staff</li><li>● Caring volunteer leadership</li><li>● Strong programming: PJ Library, Momentum, Film Festival, Shaliach, Reporter</li><li>● Central address for crisis situations in the Jewish community: responding to anti-Semitism, Israel; relationships with law enforcement</li><li>● Fiscal oversight: balanced budget</li><li>● Serving Bedford/Manchester well</li><li>● Using virtual and live formats well</li></ul>	<ul style="list-style-type: none"><li>● Infrastructure: one full time staff person, small part time staff, no dedicated fundraising staff; lack of marketing and technical support</li><li>● Funding</li><li>● Extended beyond capacity</li><li>● Lack of strategies to reach certain populations: teenagers, intermarried/Jewish adjacent families; population beyond Manchester</li><li>● Attention to being welcoming of differing ideologies, family structures</li><li>● Lack of resources/infrastructure for people with financial challenges</li><li>● Zoom burnout</li></ul>

EXTERNAL FACTORS – Elements that are **OUTSIDE** of JFNH's control

OPPORTUNITIES – What situations/conditions exist that JFNH can use to its advantage?

- Post October 7th landscape: need for education, interest in connecting to the Jewish community and Israel, fundraising, partnerships, outreach to combat anti-semitism
- People looking for meaning (group unsure if going up or down)
- Expand reach via zoom

THREATS - What unfavorable conditions exist that need to be recognized?

- Diversity of the Jewish community: secular/unaffiliated population, challenge of involving younger families, interfaith families
- Geography: communication/marketing statewide, transportation
- Synagogues: perception that JFNH competes with synagogues for funding and programming
- Post October 7th landscape: stress on resources, increased anxiety, social media
- Demographics: retired people moving out of NH, financial resources of JFNH's population (is this all true?)
- JFNH History: selling the building
- Quest for meaning going up or down (group unsure)

## Attachment C

### Mission Statement

Synthesis of Discussion, Board Retreat, November 5, 2023

#### Questions:

**In what ways does the mission statement reflect what the JFNH is currently doing?**

Programs like: NH Jewish film festival, Shaliah program (gives connection to Israel), antisemitism awareness, PJ Library

Building programs to support families and Israel

**Where have we been successful?**

Expanded pre-school children's programming

**What are we known for?**

Asking for money

Programming: NH Jewish Film festival, Momentum, Shaliach program

Support combating antisemitism

#### Comments about the mission statement in general:

Needs focus, language is not clear, it is "uninformative"

Clarify what is meant by "continuity"

JFNH does not "connect around the world", nor does JFNH "enhance Jewish life in Israel" (but does connect people to Israel through programming)

*One group proposed: "creating an inviting environment for people seeking Jewish values and identity".*

## **Attachment D**

### **Constituency - Changes and Serving Them Differently**

#### **Synthesis of Board Meeting Responses**

**November 5, 2023**

#### **How have the needs of JFNH's constituency changed in the last few years?**

- The interfaith and Jewish adjacent population has grown significantly. It is important to involve the Jewish adjacent spouse/partner.
- Families with young children is an increasingly important population
- More secular and unaffiliated families and individuals that relate less to the religious aspects of being Jewish and are not involved in synagogues
- Number of "nontraditional" families has grown, gay, lesbian (this also impacts younger families)
- "Welcoming" means different things: political differences, nontraditional families, interfaith families, secular
- Need to continue to connect statewide
- Post October 7th needs: how to have difficult conversations, address antisemitism, Israel education
- The "young - old" - people in their 70s who don't want to participate in the "senior" programming

#### **How might we serve them differently in the future?**

- Determine what motivates/interests key constituencies
- Focus on engaging: interfaith families and Jewish adjacent spouse/partner, families with young children, secular and unaffiliated individuals and families
- Increase Israel education
- Addressing antisemitism
- Be innovative and flexible in reaching constituencies not currently reaching
- Adopt a welcoming and inclusive posture of all identities, family structures, political ideologies

Need to determine how to measure the success of JFNH's programming

## Attachment E - Focus Group Report

### Overview:

#### **6 Focus Groups in total:**

- Interfaith
- Unaffiliated
- Families with Young Children
- Strategic Planning Committee Members
- Community-wide (open to the entire NH Jewish Community)
- Clergy

#### **Total participants:**

- 57 (not including clergy)
- 8 Clergy

### Focus Group Themes

- **Desire for Connections to Other Jews: Statewide**

Across all focus groups, participants expressed a desire to connect with other Jews in New Hampshire. Participants have an interest in communal events that bring large numbers of Jews together like a statewide cultural festival or some recalled previous programming like the Jewish Food Festival, Jewish craft fair in Manchester and the current Jewish film festival. “It would be great to have statewide cultural events that can attract non-religious people and we can feel like a statewide community”. These opportunities can engender feelings of being part of the larger Jewish community in NH. “Connections feel greater and you feel less different.”

Participants indicated that they would welcome a balance of zoom and in person gatherings. Those living in more isolated areas appreciate zoom - they don't have Jewish friends or family nearby and zoom provides a connection to Jews throughout the state. That being said, numerous people articulated a desire for JFNH to make efforts to have a physical presence in their communities for programming and activities.

- **Desire for Connections with Other Jews: Building Individual Relationships**

Participants would also like opportunities to connect individually. “It would be great for JFNH to facilitate people getting to meet and talk, not just sit at an event”. Past events

like the women's shabbat, Women's' career events, and cooking events were noted as particularly enjoyable. The desire for social programming was particularly true for those not affiliated with a synagogue. Many outside of the Bedford area expressed a desire for programs in their vicinity because Bedford is too far for them to drive.

- **Embrace and Strengthen JFNH's Statewide Leadership Role**

As the central body serving Jewish New Hampshire, focus group participants are eager for JFNH to take more of a leading role as convenor, conduit, organizer, and coordinator for Jewish New Hampshire. This includes partnering with organizations that can bring resources to New Hampshire, serving as the central repository for resources (particularly related to Israel and antisemitism), providing access to programs that individual organizations can't afford on their own, and facilitating collaborations.

- **Deep Desire for JFNH Presence in the North (North of Concord)**

Focus group participants from areas north of Concord expressed an intense need and an impassioned desire for attention, networking, and support from JFNH. In particular, they crave connections with other Jews and Jewish life, "I have a lack of connection with any Jewish life without having to drive to Concord." These individuals would welcome any type of investment in their small communities - from establishing a social media presence to facilitate networking, to children's and teen programming. One participant who tries to organize Jewish events noted, "I'm it".

- **Widespread Acclaim and Appreciation for the Shaliach Program:**

The value of the Shaliach program (and the individual Schleichim over the years) arose organically in every focus group conversation including those individuals who were from the Northern area of New Hampshire. The Shaliach program - "Love it!". Participants appreciated that the Shaliach brings "a new spirit", they noted that the "kids enjoy him, they love hearing Hebrew even if they don't understand it". Focus groups consisted of parents, religious school teachers, and community members. Each constituency appreciated the Shaliach for different reasons. A teacher noted that the students in the religious schools love the program, "It is great to have the personal connection with Israel - it is a wonderful opportunity". Others noted that the current shaliach is "so enthusiastic, a great guy". The Shaliach brings an "informed interpersonal experience". Families in the Northern area of New Hampshire deeply appreciate when the Shaliach visits. Another focus group participant enthusiastically commented, "The Shaliach program is a "5-star program". Finally, several noted that the Shaliach program is a resource that the synagogues can't provide on their own.

- **Antisemitism and Israel: Advocacy**

Focus group participants expressed both their appreciation for the work that JFNH currently does related to antisemitism and Israel and at the same time would like JFNH to assume a stronger leadership role in this area. They would like JFNH to take a more active role in the NH State House including increasing awareness of legislation coming before the State House relating to Israel and antisemitism coupled with information about opportunities for individuals to take an active role related to these issues. A large portion of the focus group participants would like to be empowered to be more effective advocates and are seeking support and information from JFNH (see education below). In addition to advocacy related to the NH State House, a handful of focus group members noted that area Town Councils are entertaining cease fire resolutions and this is a situation where support and resources from JFNH could be particularly impactful.

It is worth noting that the events of October 7th have activated a number of less affiliated individuals. Those individuals are seeking more opportunities to be involved.” I’m grateful for the political advocacy since October 7th. Ever since October 7th I’ve been giving monthly.”

- **Antisemitism and Israel: School System**

Many families noted the prevalence of antisemitism in their children’s’ schools. This antisemitism and anti-Israel activity takes the form of formal communications from the schools and individual incidents related to their children. Families would like to see JFNH be the central repository for information and educational materials that schools and parents can access. In addition, some would like JFNH to take a more proactive role in reaching out to schools and offering programming.

- **Antisemitism and Israel: Education**

As mentioned above, individuals would appreciate more education so that they can be equipped to respond to anti-Israel and antisemitic issues and so that they can be more effective advocates. This desire for education was mentioned for all age groups, in particular, many felt that teens and pre-college students would benefit greatly from education in this area.

- **Teen Engagement**

The need for teen engagement arose across all focus groups. Some felt that there was a need for programs that focused on education related to Israel and antisemitism while others would welcome social opportunities for teens.

- **JFNH Is Bedford- Manchester Centric**

While many recognize that there is a core group of Jews in the Bedford/Manchester area, those living outside of this area would like JFNH to spread its reach and address interests and needs of the broader community via in person and zoom opportunities. Participants would welcome a JFNH presence both in their individual communities and regionally. “Communities outside of Bedford frequently get left out.”

- **Differential Between Needs of Those Affiliated with Synagogues and Unaffiliated**

In large part, those affiliated with synagogues report receiving most of what they need Jewishly from their synagogue, while those not affiliated with a synagogue (i.e., no local synagogue available or seasonal synagogue) identified greater needs and wants from JFNH in terms of programming, holidays, Shabbat, and social activity. Synagogue members would value programming that spans the state and that synagogues aren't offering.

- **Interfaith Families**

The majority of interfaith families that took part in the focus groups were members of synagogues and had only sporadic involvement with JFNH. Those that weren't members of synagogues would like JFNH to provide holiday-based activities. If JFNH were to offer programming for the interfaith population, one participant suggested: “Dial down the religious aspect and offer a reminder that all are welcome”. Interfaith families would appreciate opportunities to connect with other interfaith families

- **Parents Deeply Committed to their Children Having a Jewish identity**

Parents of pre-college age children that participated in focus groups spoke passionately about the importance of their children having a Jewish identity. This sentiment manifests itself in multiple ways, including their desire for their children to participate in a physical Jewish community as well as a deep commitment to their children having a bar or bat mitzvah.

- **Current Initiatives: Momentum and the Reporter:**

*Momentum:* Focus group participants that traveled to Israel through Momentum deeply appreciated the opportunity. “It was the most amazing experience of my life”. Others who had plans to participate in Momentum that were thwarted due to COVID are looking forward to being able to participate in the future.

*The Reporter:* the majority of focus group participants indicated that they look forward to receiving it, read it when it comes, and enjoy receiving it in a paper version. “The Reporter is a good resource - it helps to bridge the communities; It is a good way to

understand what is happening all over the state.” The clergy echoed this sentiment adding that it is popular with both the older and younger populations. When asked, most would be unlikely to read the Reporter if it was on line.

### **Minor Themes (mentioned by a portion, but not large number)**

**Building:** some expressed a longing for a larger building where events can happen and people can congregate. A handful want a JCC. They note that the current building is too small for people from all over the state to mix and mingle. The old building was bigger, there was more room for exercise, teen sleepovers, and large state gatherings. (note: this theme arose solely in the community focus group)

**Jewish Film Festival:** was mentioned multiple times as a valuable and enjoyable program that meets the need to have something statewide.

**Fundraising:** there is a need for more clarity about what JFNH does, where the dollars are going.

**Post October 7th:** those less affiliated have a desire to engage with the Jewish community in general and with things related to Israel and antisemitism

**Security:** attendees at the community focus group expressed the need to have the ability to physically defend themselves. Other participants expressed concerns about security in larger group settings (i.e., synagogues, gatherings)

### **Clergy Focus Group:**

*Participants: Congregations Ahavas Achim, Keene, Temple Adath Yeshurun, Manchester, Bethlehem Hebrew Congregation, White Mountains, Hillel at Dartmouth, Upper Valley, Temple Beth Jacob, Concord, Temple Israel, Manchester, Temple Israel, Portsmouth*

- **Lingering Feelings and Concerns Post Change to Statewide Organization and Building Sale**

Comments of note related to the unique relationship that the two synagogues had enjoyed prior to JFNH going statewide (i.e., their rabbis were the “rabbis on call”) and that the financial resources had come from their synagogue members and endowment. Clergy from this area miss the opportunity to collaborate and gain members. There is a remaining frustration that JFNH doesn’t share its mailing list with the synagogues and lingering concerns about JFNH programming around the holidays including a recent

Purim program. Several clergy members articulated a concern that JFNH will function as “another synagogue”.

- **Desire for More Hybrid Programs**

Clergy from the smaller communities would like more hybrid programs which would allow their congregants to participate more frequently and feel a part of the larger NH Jewish community. Clergy from areas that are more than an hour away from Bedford would also like hybrid programs because the drive is too far for them. In particular, Rabbis expressed a desire for programs and updates related to Israel, antisemitism, and security to be offered in a hybrid manner.

- **Lack of Collaboration Around PJ Library**

There was widespread sentiment that there is a lack of collaboration with the synagogue that hosts PJ Library on a given Shabbat. Rabbis noted that the PJ Library program is co-sponsored with the synagogue so there should be collaboration. Comments included: “They just use the building”, “they show up, do their program, and leave - sometimes I don’t even know if they’ve been there”. One synagogue does have an established collaboration, but noted that there were frictions over logistics at times.

- **Desire for JFNH to Facilitate Collaboration Among Synagogues**

Several participants mentioned that they would welcome JFNH serving as a convener of the synagogue leadership to facilitate collaboration. The rabbis noted that it would be valuable to engage them in discussions about state-wide strategies and that the rabbis could be helpful in serving those that live too far from a synagogue, but still crave involvement in Jewish holidays and Shabbat.

- **Shaliach Program**

Rabbis from smaller congregations found the program to be incredibly valuable including the Hillel at Dartmouth. Rabbis affiliated with congregations closer to Bedford felt that scheduling was difficult and they often get the “dregs of his schedule” and so they don’t have the freedom to create the programs that they want.

- **Statewide Convener**

Several of the rabbis mentioned their appreciation for JFNH sponsoring the Yom Ha’atzmaut celebration and coordination around Israel and antisemitism. One rabbi noted that his congregants “felt safer knowing that he was a part of these briefings”. Another rabbi noted that Allyson has done a great job convening and having conversations with the police and state representatives. This rabbi noted that when congregants ask about the value of giving JFNH a donation, the rabbi responds that their dollars support JFNH’s ability to address antisemitism and security.

- **Jewish Overnight Camp Scholarships**

Several rabbis mentioned that they appreciate having the option to offer the Jewish overnight camp scholarships. One Rabbi tries to use the JFNH scholarship programs to get families excited about Jewish summer camp, "just knowing that the scholarships are available removes barriers."

- **Shem Tov Award is Appreciated by Large and Small Congregations**

Particularly for the smaller, more isolated congregations, this is their one opportunity to recognize their volunteer leadership and they appreciate JFNH offering this award.

### **Individual Comments of Note**

- Too many offerings get in the way of achieving critical mass - offer less so events feel full and robust.
- Most don't live in towns that they work in so traveling to programs is extra burdensome.
- Portsmouth would like more attention
- For Dartmouth students there is value in seeing themselves as part of the greater Jewish echo system. The students appreciate JFNH's investment in them and when they graduate, they will be part of the Jewish federation system somewhere.
- Rabbi from Keene: The vast majority of their congregations aren't aware of JFNH - even the film festival, it is "just something that happens" - they don't see the connection to JFNH.

## Addendum: Focus Group Attendance

Region/City	#
Amherst - Southern NH	1
Bedford - Southern NH	9
Brookline, Southern NH	1
Derry - Southern NH	1
Goffstown - Southern NH	1
Henniker - Southern NH	1
Hollis - Southern, NH	2
Hillsborough - Southern NH	1
Londonderry - Southern NH	1
Manchester - Southern NH	4
Milford - Southern NH	1
Nottingham - Southern NH	1
Nashua - Southern NH	2
Windham - Southern NH	2
Bethlehem - White Mtns	3
North Conway/Hales Location - White Mtns	1
Thornton - Lakes Region/White Mtn	1
Waterville Valley - Lakes Region/White Mtns	1
Durham - Seacoast	2

Region/City	#
North Hampton - Seacoast	1
Brentwood - Seacoast	1
Dover - Seacoast	3
Hampton - Seacoast	1
Hampstead - Seacoast	1
Kingston - Seacoast	1
Newfield - Seacoast	1
Newmarket - Seacoast	1
Portsmouth - Seacoast	2
Stratham - Seacoast	1
Peterborough/Jaffrey- Monadnock	1
Antrim - Monadnock	1
Fitzwilliam - Monadnock	1
Hancock - Monadnock	1
Keene/ Monadnock	1
Rindge - Monadnock	2
Westmoreland - Monadnock	1

## **Attachment F - Listing of Focus Group Participants**

### **Families with Young Children**

Galit Mohel, Bedford - Southern NH  
Rebecca Porges, Bethlehem - White Mtns  
Alyssa Walker, Waterville Valley - Lakes Region/White Mtns

### **Strategic Planning Committee**

Amy Lester, Durham, Chair  
Zachary Camenker, Concord  
Jeff Crocker, Peterborough  
Amy Hyett, North Hampton  
Sharon Weiss, Nashua

### **Interfaith**

Tara Benson, Bedford, Southern NH  
Rich Feistman, Dover - Seacoast  
Michael Haley Godman, Concord, Southern, NH  
Beth Lieberman, Newfield - Seacoast  
Beth Sloat, Concord - Southern NH  
Joe Steinfield, Keene - Monadnock  
Kelly Zakar, Brookline - Southern NH  
Bob Goldstein Hollis - Southern, NH

### **Unaffiliated Focus Group**

Paul Berch, Westmoreland - Monadnock  
Rhonda Bernstein, Hampton - Seacoast  
Lee Goldberg, Thornton - Lakes Region/White Mtns  
Lauren Irwin, Portsmouth - Seacoast  
Katherine Kolios, Dover - Seacoast  
Dana Stangel Plowe, Bedford  
Daniel Palestrant, North Conway/Hales Location - White Mtns

### **Clergy**

Rabbi Dan Aronson, Congregation Ahavas Achim, Keene  
Rabbi Beth Davidson, Temple Adath Yeshurun, Manchester  
Rabbi Donna Kirshbaum, Bethlehem Hebrew Congregation  
Rabbi Seth Linfield, Hillel at Dartmouth  
Rabbi Robin Nafshi, Temple Beth Jacob, Concord  
Rabbi Marc Philippe, Temple Israel, Manchester

Rabbi Jon Spira-Savet Temple Beth Abraham, Nashua  
 Rabba Kaya Stern-Kaufman, Temple Israel, Portsmouth

**Community Focus Group**

Iris Atkins	iriseatkins@gmail.com	Concord - Southern NH	Temple Israel, Manchester
Debbie and Jeremy Berger	drdeb72@yahoo.com	Bedford - Southern NH	Chabad
Dina Berger	dinabee45@gmail.com	Bedford - Southern NH	Unaffiliated

Paul Bieber	paulbaseball73@outlook.com	Fitzwilliam - Monadnock	Congregation Ahavas Achim, Keene
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Helena and Richard England	rwe@unh.edu	Durham - Seacoast	Unaffiliated
Sarit Tsor Ferreira	sarit@tbanashua.org	Milford - Southern NH	Temple Beth Abraham, Nashua
Jennifer Foxx	jltalb@yahoo.com	Bedford - Southern NH	Unaffiliated

Linda Gerson	lgerson721@gmail.com	Amherst - Southern NH	Unaffiliated
David Goldstone	davidpgoldstone51@gmail.com	Bethlehem - White Mtns	Bethlehem Hebrew Congregation

Kenny Brown	nhbrainman@aol.com	Hampstead - Seacoast	Temple Beth Abraham, Nashua
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Roberta Gordenstein	gordensteinr@elms.edu	Rindge - Monadnock	belongs to a synagogue in MA
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Brian Helman	BrianMHelman@gmail.com	Kingston - Seacoast	Temple Israel - Portsmouth
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		NH	Manchester
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Rachel Kurshan	rachelkurshan@gmail.com	Portsmouth - Seacoast	Temple Israel, Portsmouth
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Jonathan Porges	Porges81@yahoo.com	Bethlehem - White Mtns	Bethlehem Hebrew Congregation
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Jenine Winsuff Rubin	jwr@innolution.com	Antrim - Monadnock	Unaffiliated
Alane Sabel	ocdmom3@aol.com	Manchester - Southern NH	Unaffiliated
Barbara Schieb-Gibbons	bschiebgibbs@myfairpoint.net	Rindge - Monadnock	Unaffiliated
Steve Soreff	soreffs15@aol.com	Nottingham - Southern NH	Etz Hayim, Derry

Jeffrey Zampieron	jzampieron@zproject.net	Windham - Southern NH	Unaffiliated
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Sara Warner	sara.lesley.arnold@gmail.com	Manchester - Southern NH	Temple Adath Yeshurun, Manchester
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Amy Lester	<a href="mailto:amylester1@gmail.com">amylester1@gmail.com</a>		
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Carol Sternbern	carolsnh@myfairpoint.net	Manchester - Southern NH	Temple Israel, Manchester
Mara Friedman	marafriedman5@gmail.com	Hollis - Southern NH	Temple Beth Abraham, Nashua
Marc Snyder	snyder8@gmail.com	Bedford - Southern NH	Unaffiliated
Karen Lean	presentjoy@protonmail.com	Hillsborough - Southern NH	Unaffiliated
Arielle Welch	relzoffice@gmail.com	Derry - Southern NH	Temple Israel, Manchester
Ruth Zax	rbzax@comcast.net	Henniker - Southern NH	Temple Israel, Manchester

## **Attachment G - Focus Group Protocol**

### **Introduction and Purpose of Focus Group**

Many thanks for taking the time to be a part of this conversation.

Introduce myself and why I'm here

Explain the purpose of the focus group - gain the perspective of a diversity of people in the NH Jewish community

"Ground rules" (no names used, looking for themes and ideas).

### **Getting to Know You**

Introduce yourself: where you are from in NH, share the ways in which you are involved in Jewish life in NH.

### **Your Jewish Priorities**

In thinking about your Jewish priorities, experiences, and involvements, what is not available to you that you would want to have in your Jewish life?

### **Previous Involvements with JFNH**

In what ways, if any, have you engaged with JFNH in the past?

What aspects of your engagement with JFNH have been the most valuable and relevant to you (if previously involved)?

What have been the least relevant and valuable aspects of your past engagements? Or, what aspects of JFNH's work/offering do not resonate with you?

### **JFNH Priorities/Offerings**

*As background for the next set of questions, a Jewish Federation often serves their Jewish community by focusing on: programming, antisemitism/advocacy, support for Israel/raising money for Israel, synagogue financial support, social services for people in*

*need. In the case of New Hampshire, JFNH is the one statewide Jewish organization that serves all of Jewish New Hampshire,*

**With this context:**

What is JFNH currently not doing that you would want from JFNH for yourself, family, the community?

If you are a member of a synagogue, what could JFNH provide that you can't get from your synagogue?

Are there particular populations that you think could benefit in particular from JFNH's services that are not currently being served or being minimally served?

In what ways does what you just heard from other members of the group resonate with you? In what ways might you offer a different perspective?

**Additional Thoughts**

Any other thoughts that you would like to share?

***Thank you!!!***

***Questions that can be asked as follow up if relevant to the conversation***

- Have you ever called the JFNH office? If so, how was your call answered and did you receive the information you were looking for? (Tracy)
- Do you receive the Jewish Reporter in the mail? If so, do you read it? Would you read it if it was an online paper? (Tracy)
- Have you ever heard of the JFNH Shaliach program? If so, have ever attended an event and so which one? What is your impression on the program? (Tracy)
- Have you ever been to the JFNH office? If so, what was the reason? What was your impression? (Tracy)
- Do you feel JFNH has responded well to the events in Israel since October 7th? (Tracy)
- Have you or anyone in your family personally been affected by antisemitism in NH? (Tracy)

**Attachment H**  
**Individual Interviews- Summary of Notes**

**Interfaith**

1 person need a plan to reach interfaith and collaborate with synagogues  
1 person more cultural less religious are attractive to Jew by choice

**Teen Programming**

1 person - need to focus on youth programming

**PJ Library**

2 people - great program, successful

**Shaliach Program**

All appreciate and like

**Board Function**

1 person - need greater involvement, fundraising commitment

**JFNH Satisfaction**

All appreciate the work that JFNH does

**Statewide**

1 person feels need to pursue  
1 couple not interested (young family)  
Use zoom more/enjoys film festival - opportunity for streaming films

**Timing/Scheduling of Events to Attract Families with Young Children**

*From 1 couple:*

No weekdays

Consider the needs of families with young children (childcare, etc.)

## **Attachment I - Ideas Generated by Focus Group Participants**

### **Israel**

Bring NE Israeli Consulate to NH more - based on prior success with the Consulate

### **Families**

- Outdoor program, family outings in the north, apple orchard, hikes.
- PJ Library programs - have a book club

### **Film Festival**

- Northern NH: Children's movie at the Colonial (in Bethlehem)
- Generally, would like to see children's movies and activity paired with the film festival
- "The film festival is a big piece of their involvement when they can host it in Keene at the Colonial. This year in Peterborough so he isn't sure what their involvement will be like. The vast majority of their congregations isn't aware of JFNH - even the film festival, it is "just something that happens" - they don't see the connection to JFNH"

### **Interfaith/Antisemitism**

- Bring leaders of different religions together, church, mosque, temple - help to educate people about Judaism and get support around antisemitism.

### **Teens:**

- Israel trips for teens from NH; NH Birthright trips, Bring national Jewish youth group to NH- BBYO, Young Judea.
- Survey teens and ask what they want
- Timing of events for teens often conflicts with their commitments to work in the religious schools.

### **Miscellaneous**

- Libertarian party members participated in open focus groups and noted that a number of Jews in this party were looking for Jewish connection.
- Consider Dartmouth students - there is value in seeing themselves as part of the greater Jewish echo system. When they graduate, they will be part of the Jewish federation system somewhere.
- Look at the One Table model, but for any age -<https://dinner.onetable.org/>
- A few want a Jewish Day school in NH
- Portsmouth would like more attention

## Attachment J - Statewide Organization Research - Summary of Findings

### **Catholic Charities of New Hampshire, information from Laura Brusseau, Director of Development Operations (gathered by Zach)**

How do you determine where in NH you allocate resources?

*As a statewide agency, they allocate where the need is based on data analytics. They luckily have a full-time staff member who can guide them in that direction and dedicated team members who follow the data. Things that they track include donations, how many phone calls are made to other areas of the state, etc.*

How do you go about setting priorities for your work - given the need to serve the entire state of NH?

*Program needs are determined based on funding, marketing, etc. They guide themselves through the aforementioned data, as well as attendance at programs (influxes, for example, at a program would cause more funding to head to that one and less to a program with dropping attendance).*

Do you have strategies for replicating your programs and services to maximize your resources?

*Right now, they're at a standstill for programming.*

How do you make staffing determinations?

*Budget, strategic goals, and program numbers drive staffing.*

How do you prioritize your work as a statewide organization?

*The model that they use for staffing plays into this as well. All of their directors of different programs (e.g., the NH Food Bank) report to the COO about how they are connecting with certain communities and those that they could connect with more.*

How do you conceptualize your work as a statewide organization versus how other local organizations conceptualize their work?

*Duplicating services is not a priority for them. They work closely with other agencies to collaborate and will refer to others who can help more.*

Do you have any local organizations that feel competition with your work? How do you handle that?

*YES - sometimes there are other nonprofits that give off mission/territory vibes and issues. For example, a group may say “Why are you involving yourself in this part of the Manchester community (e.g., refugees)? We serve them and always have.” Opening the dialogue, listening to others, and figuring out how to collaborate help them handle this nicely.*

Do you have any suggestions or experiences regarding fundraising that might be helpful to us?

*They believe in engaging their board significantly to help with fundraising and visibility to other parts of the community/state.*

JFNH is a statewide Jewish organization with a very limited staff. We are in the process of strategic planning; do you have any words of wisdom for us?

*From their VP of Philanthropy:*

- *Plans should be about 3 years*
- *They should focus on the people you serve, the programs you do/how you deliver them, and the finances behind the organization*
- *Goals should be measurable and data-driven*
- *Flexibility is critical - e.g., in 2020, NHCC had just developed a plan and had to pivot it due to COVID*
- *Working with consultants is key - they were thrilled we had hired one!!*
- *Investing in the right staff and empowering them - What can the board do to help the staff execute their vision? What's the passion of the staff? Where do they see things going? **Can they pivot the organization in new directions while embracing the traditions too?***

## **Additional Information Provided by Jeff**

I think of NHCC at the state level as analogous in some ways to the American Jewish World Service on the International level to the extent that both organizations provide services to underprivileged and underserved communities and people regardless of religious affiliation.

Catholic Charities sometimes owns or operates business entities that provide services such as care for seniors, and for children and families in need. As an example, NHCC for a period of time owned and operated a nursing home in my hometown of Jaffrey. At some point CCNH decided to get out of the nursing home business and sold it to a for profit company. However, it was important to NHCC that it maintain a presence in the elder care space locally, so it acquired a small non-profit that I helped start known as Monadnock at Home that helps seniors age in place in their own homes by arranging for in-home services.

NHCC still owns other nursing homes, assisted living facilities, food banks, day programs, and other things.

Another venture in which NHCC is involved is a recently approved 96-unit mixed housing project in Peterborough to help meet the local housing shortage.

With the foregoing in mind, you might consider asking about the process NHCC uses to make decisions about getting involved in or extricating itself from a business or service line.

I also wonder about NHCC's relationship with the NH Archdiocese. Does NHCC receive funding from the Archdiocese or other Catholic religious institutions?

The 2022 990 shows that the organization has 1,190 employees and 3,250 volunteers. It had over \$40 Million in contributions and over \$50 Million in program service revenue. Total revenue was slightly under \$93 Million. It also had \$625,000 in grants. It paid \$40 Million in compensation to employees, and had other expenses of \$55 Million. Net assets are \$111 Million.

**NH Humanities, researched by Zach, information gathered from Agnes Burt, Program Director, and Rebecca Kinhan, Communications Director**

*How do you go about setting priorities for your work - given the need to serve the entire state of NH? Similar question; How do you prioritize your work as a statewide organization?*

Priorities are set by the Board and executive director based on the strategic plan. We have planned programs in areas of the state that we have not had a lot of presence in. The staff does have freedom to pursue special opportunities.

*Do you have strategies for replicating your programs and services to maximize your resources?*

Quite a few of our public programs follow a “package” model and are designed to supplement partner organization’s resources. Examples include Humanities to Go (set up as a speaker’s bureau where a host organization selects a vetted speaker to bring to their organization; NHH pays the speaker fee, while the host pays travel expenses and is expected to keep the program free and open to the public) and Perspectives, our book groups). The advantage of this model is that it helps extend both NHH and partner organization’s resources – NHH helps ensure quality and provides a small amount of financial support, but host organizations are responsible for organizing the event and commit some of their own resources in terms of staff time or travel costs to the event. We hear from host organizations that they like knowing they will receive a quality program and it is a relatively low-lift to organize – the presentation has already been vetted. From NHH’s perspective, the program requires administrative support – overseeing host applications, following up on schedules etc. – but is not a huge burden to administer once it is up and running. This sort of pre-packaged model can really extend reach and resources – a speaker might give the same presentation to multiple communities across the state – and does not require as much staff capacity as planning a new unique event for every program.

*How do you make staffing determinations?*

Our staff has grown slowly over time, and staff capacity continues to be a challenge. Currently the structure is as follows:

Executive Directory  
Deputy Director

Operations Manager  
Admin. Asst. (2 days)  
Program Director

Program Manager (part-time for Connections)  
Program Coordinator  
Development Director  
Annual Giving Director

Communications Director

*How do you conceptualize your work as a statewide organization versus how other local organizations conceptualize their work?*

A bulk of our funding is from the federal government (National Endowment for the Humanities) and so we regard it as part of our remit to serve the whole state. To gauge our “statewide” reach this we look at making sure that we offer programs or provide grants in each congressional district, across all counties, and in all tourist regions.

*Do you have any local organizations that feel competition with your work? How do you handle that?*

There is some overlap with other organizations. An example is NH Civics, which originally grew out of NHH. We partner with them and fund their work but we try to set ourselves apart by being the only fully humanities-based statewide organization in New Hampshire.

*Do you have any suggestions or experiences regarding fundraising that might be helpful to us?*

Have a defined description of who you would like to attract as supporters, i.e., not just Granite Staters who are Jewish, but more specific. Identify prospective audiences and tailor your outreach on appropriate channels, e.g., if you want to reach middle-aged Jewish women—they’re likely to be on Facebook! If you want to reach the elderly, they may want to be reached by mail. For younger audiences, reach via Instagram, Tik Tok, etc. We haven’t bought mailing lists in the last decade but that might be a good way to start your audience list.

*JFNH is a statewide Jewish organization with a very limited staff. We are in the process of strategic planning; do you have any words of wisdom for us?*

Employ an experienced facilitator (sounds like you have a good consultant already) and create a simple strategic plan with a small but concise set of goals for the first time

period (year/3 years/etc.) Specify roles, goals, and desired outcomes. Engage partners wherever possible. Put your goals for the time period down, and then cut in half.

From BK: Regarding communications and marketing, again, I would reiterate that it will be helpful to segment your specific audiences—those who are already known, those you wish to reach by category, and what types of communications vehicles they spend time on. Deciding on a regular frequency of outreach, for example, will you send a monthly e-news? Will you send event announcements, will you use print and digital or both, etc. Keep a clean audience list and a clean media list. Find natural partners who will help amplify your message. Perhaps find a high school or college student to help with social media (for extra credit, community service, etc.) BUT have someone overseas posting before it is public.

### **New Hampshire Center for Nonprofits, researched by Jeff**

The New Hampshire Center for Nonprofits was formed in 2002. The Center's 2020 Form 990 for the fiscal year ending June 30, 2021, reports total revenue was \$1.25 Million and total expenses of \$1.14 Million. Program service revenue was more than \$565,000 of which training programs accounted for slightly less than \$300,000 and revenue from Membership fees accounted for more than \$265,000. Revenue from contributions and grants was a little more than \$610,000. Fundraising expenses were slightly less than \$61,000. Total assets were slightly less than \$650,000.

The NH Center for Nonprofits summarizes its mission, vision, and purpose as follows:  
To strengthen and give voice to the state's nonprofit sector through leadership, collaboration, and learning opportunities. It envisions that all individuals, families, and communities thrive because New Hampshire is home to vibrant, impactful nonprofits. The Center advocates for public policies that advance the ability of New Hampshire's nonprofits to achieve their missions and serve their communities.

The Center's Strategic Plan for 2023 – 2025 can be viewed at the following link:  
[https://www.nhnonprofits.org/sites/default/files/attachments/2022-09/strategic\\_plan\\_final\\_R4.pdf](https://www.nhnonprofits.org/sites/default/files/attachments/2022-09/strategic_plan_final_R4.pdf)

Some of the Center's strategic planning goals, restated below, may be instructive, and capable of adaptation to the objectives of JFNH.

As Convenor. Convene and mobilize stakeholders. Evolve, grow, and diversify the Center's policy and leadership committee. Further engage our stakeholder base through thoughtful convening, awareness of the Center's advocacy activities, and calls to action. Enhance engagement on policy priorities through leadership and partnerships. Leverage the collective influence of the nonprofit sector.

Advancing Priorities. Advance priorities of the sector with policy makers and funders. Identify opportunities and proactively engage to advance solutions that support the sector. Establish and nurture relationships with policy makers, funders, and key influencers. Advocate for streamlined grant processes, flexible resources, and fair compensation. Raising Profile. Raise the profile of nonprofits and their vital effect on communities. Leverage the publicity and impact of NH Gives. Increase understanding of the unique circumstances of nonprofits. Promote fair compensation for the nonprofit workforce. Ensure the Center has a seat at decision making tables to represent the voice of nonprofits.

The Center's staff consists of 7 individuals, including a CEO, an Operations Director, a Program Manager, and a Project and Relationship Manager.

The Center has a network of over 800 nonprofit organizations, for profit companies, and individuals who support the nonprofit sector, and the Center provides resources and support for its nonprofit Members. Membership dues are based on a sliding scale.

Based on JFNH's annual revenue, JFNH's annual Membership dues would be \$389. Membership benefits are identified

and described at the following link:

<https://www.nhnonprofits.org/membership/membership-benefits>

Educational programs for nonprofit organizations and leaders, and networking opportunities, are important Member benefits. The Hoffman Haas Fellowship program is an excellent resource that develops future nonprofit board leaders. In the interest of full disclosure, I was a mentor in the inaugural year of the program. It would be worthwhile for JFNH to consider encouraging a potential future board leader to apply for the program. More about the program appears at the following link: <https://www.nhnonprofits.org/events/hoffman-haas-fellowship> With relationship and partnership building in mind, the educational and networking opportunities and resources offered through the Center could further JFNH's efforts to evolve, grow, and proactively advance its strategic planning goals.

### **New Hampshire Charitable Foundation (NHCF), researched by Jeff Crocker**

The New Hampshire Charitable Foundation is the largest private provider of nonprofit grants and student aid in northern New England awarding more than \$60 Million Dollars in grants and scholarships annually. In 2022 total gifts to NHCF were slightly less than \$50 Million Dollars and total assets were more than \$930 Million Dollars.

#### **NHCF's purposes are stated as follows:**

Supporting nonprofit organizations that advance health and well-being, environmental protection, education, housing and other basic needs, arts and culture, civic health, and economic security.

Helping New Hampshire students fund the education they need to fulfill their dreams and potential.

Connecting generous people with pressing community needs and effective ways to give.

Collaborating, building relationships, and learning from all of our community partners.

Advocating and using our voice on important public issues.

Investing charitable assets in alignment with our purpose and values and to ensure a perpetual source of philanthropic capital for New Hampshire.

NHCF's values are stated as follows:

Accountability: We are accountable to those who are affected by our decisions, transparent about how we work, and committed to learning, acknowledging mistakes and improving.

Belonging: We believe that when many different life experiences are represented and valued, we are a stronger New Hampshire community and a stronger Foundation.

Collaboration: We are part of a broad community of people and organizations working to make New Hampshire better and can only accomplish lasting change when we work together.

Courage: We act boldly and are willing to take risks and use our influence to address community needs.

Equity: We believe that everyone should have the opportunities and resources they need to thrive and that outcomes should not be determined by race, background or identity.

Justice: We acknowledge the harms of systemic racism and discrimination and believe that all people deserve equal rights and fair treatment in every aspect of society.

Almost 50 new endowed funds were created in 2022 bringing the total number of endowed NHCF funds to just under 2,200. The four largest fund categories are as follows: 40% are donor advised, 16% are field of interest, 14% are scholarships, and 13% are designated funds supporting specific non-profit organizations.

The NHCF staff consists of 22 individuals, 13 of whom work directly in donor engagement and philanthropy services. Those 13 individuals focus on the cultivation and maintenance of donor relationships throughout NH. In addition to working directly with donors, these staff members cultivate relationships with professional advisors such as attorneys, financial planners, and accountants who refer clients with charitable intent to NHCF.

Until 2022, NHCF utilized a system of regional advisory boards to review and recommend grantmaking opportunities, and to assist with donor relations. In the interest of full disclosure, I served on the Monadnock Region Advisory Board for six years and as Chair for two years. During that period, it struck me that NHCF's regional advisory board system might serve as a model for how JFNH could utilize New Hampshire's regional synagogues to establish and enhance opportunities for partnership and fundraising.

Another way in which NHCF may be relevant to JFNH is in the grantmaking space. JFNH's initiatives to combat antisemitism and NHCF's core values and purposes have a lot in common. In today's non-profit world, it is more important than ever to foster the creation of relationships between and among non-profit organizations where each agrees to contribute resources to achieve shared goals. Perhaps there are ways in

which NHCF and JFNH can collaborate in combating antisemitism, hate groups, hate speech, and enhancing holocaust education. Perhaps NHCF would consider making a grant to JFNH for programs and initiatives in this space.

For strategic planning and capacity building purposes, the creation, improvement, and expansion of relationships and partnerships with our synagogue communities and other non-profit organizations would seem to be a worthy objective.

### **Attachment K - Organizations Studied**

- Jewish & - great description of their work; messaging
- 18 Doors (One Table) - willing to train local Federations
- Jewish Federations of North America - helpful understanding of the federation landscape
- JCCs of North America - website research
- Keshet - Great way to engage our growing LGBTQ+ Jewish community in NH is to use resources from Keshet and/or to offer a partnership with events
- Berkshires Federation/Lenox -They just completed a strategic planning initiative; reviewed their strategic plan
- New Hampshire Center for Nonprofits- mission, strategic plan, approach
- New Hampshire Charitable Foundation (NHCF) -statewide organization, staffing, approach, core values

Notes can be found:

<https://docs.google.com/document/d/1dvAoLShYtXaoSY1FVrrnsm0LjjFGAUWtIRsmTQRUd4M/edit>

## **Attachment L - Campaign Analysis by Jeff Crocker**

I performed some primitive statistical analysis of the annual campaign data that Allyson compiled - thank you again, Allyson for your good work on this - and came up with the following takeaways:

### **Southern NH/Greater Manchester (Concord, Nashua, TAY, TI Manchester, and 2 others for total of 6 synagogues)**

Of the 802 households affiliated with at least one of these synagogues, **34%** contribute to the JFNH Annual Campaign.

Of the total amount contributed by persons residing in the communities served by these synagogues, **74%** was contributed by synagogue members and **26%** was contributed by persons not affiliated with a synagogue.

### **Lakes Region (1 synagogue)**

Of the 83 households affiliated with this synagogue, **31%** contribute to the JFNH Annual Campaign.

Of the total amount contributed by persons residing in the communities served by this synagogue, **81%** was contributed by synagogue members and **18%** was contributed by persons not affiliated with this synagogue.

### **White Mountains (1 synagogue)**

Of the 70 households affiliated with this synagogue, **27%** contribute to the JFNH Annual Campaign.

Of the total amount contributed by persons residing in the communities served by this synagogue, **19%** was contributed by synagogue members and **81%** was contributed by persons not affiliated with this synagogue.

### **Monadnock (1 synagogue)**

Of the 104 households affiliated with this synagogue, **23%** contribute to the JFNH Annual Campaign.

Of the total amount contributed by persons residing in the communities served by this synagogue, **85%** was contributed by synagogue members and **15%** was contributed by persons not affiliated with this synagogue.

### **Seacoast (1 synagogue)**

Of the 300 households affiliated with this synagogue, **18%** contribute to the JFNH Annual Campaign.

Of the total amount contributed by persons residing in the communities served by this synagogue, **61%** was contributed by synagogue members and **39%** was contributed by persons not affiliated with this synagogue.

### **Upper Valley (1 synagogue)**

Of the 209 households affiliated with this synagogue, **14%** contribute to the JFNH Annual Campaign.

Of the total amount contributed by persons residing in the communities served by this synagogue, **94%** was contributed by synagogue members and **6%** was contributed by persons not affiliated with this synagogue.

**General Comment.** Clearly, there is a lot of opportunity to engage and build a larger base of philanthropic support in all of these communities which, in my opinion, should be reflected in our strategic planning goals.

Region-specific context and details may further drive future philanthropic planning strategies and tactics individually suited to each region, and potential major donors.

It may be helpful to further distinguish the financial support received from each southern NH and greater Manchester synagogue to the extent possible.

## **Attachment M - Link to Community Survey**

[https://docs.google.com/forms/d/1XhGTrd3UmKe\\_osPral9VHqYxtBEARZnVw4HA80kdMVI/edit?ts=6616e28c#responses](https://docs.google.com/forms/d/1XhGTrd3UmKe_osPral9VHqYxtBEARZnVw4HA80kdMVI/edit?ts=6616e28c#responses)