



The TLV-LA Partnership Building a Model Partnership

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Executive Summary

Background and Introduction

1. The goal of this report is to offer a strategic framework for the potential vision and structure of the Tel Aviv-Los Angeles Partnership within the broader context and framework of Partnership 2000 of the Jewish Agency (recently renamed as 'Partnership 3.0', hereinafter 'the Partnership(s)'). **This report seeks to answer the question: "What does a cutting edge, 21st century model partnership look like, and how can the TLV-LA Partnership become one?"**
2. **This report is intended to offer principles and guidelines for a model Partnership.** Implementing these ideas will require additional work on the part of the Partnership.
3. It is based on the work of the Reut Institute on the future of Israel's relations with the Jewish world, and on dozens of conversations with lay leaders and professionals in the TLV-LA Partnership, in other Partnerships and in Partnership 2000, as well as others.

Chapter 1: Broader Context: Major Trends Affecting the Jewish World

4. **The broader context for this report are the major trends affecting the Jewish world that are transforming the relations between Israel and Diaspora Jewry and therefore also the work of the Partnerships. The most significant of these trends include:**
 - A call for a renewed Zionism, which emphasizes the concept of Peoplehood and blends it with Zionism, demanding greater focus on world Jewry;
 - Israel's economic success during an economic downturn in the USA replaces the 'Rich uncle-poor nephew' mindset with an expectation for synergy, mutuality and true partnership;
 - Relationship between Israel and Diaspora is shaped by multiple direct people-to-people and community-to-community connections instead of the previous old-boys-network where decisions were made by a few individuals at the leadership of organizations such as UJC (now JFNA) or JAFI;
 - A controversy around Israeli policies not only impedes on community-wide engagement with Israel, but also makes Israel a divisive issue in some synagogues;
 - The relationship between Jewish communities is moving from relationships between institutions to partnerships around issues.

Six major issues prominently capture attention, energy and resources: Tikkun Olam, fighting anti-Semitism and Israel's delegitimization, embracing Jewish heritage, Israel, building prosperous and resilient communities and Hebrew.

5. **In order to thrive in this changing reality, Partnerships need to adapt their model.** In general, organizations that will creatively embody the emerging trend will thrive, while those that will cling to the old mindset may find themselves declining in support base, resources and membership.

Chapter 2: What Does a Model Partnership Look Like?

6. **Hence, based on these trends, a model Partnership should strive to meet as many of the following criteria as relevantly possible:**

- seeking partnership, mutuality, and synergy between the two communities;
- holding the concept of Jewish Peoplehood as its core value
- wherever possible, transcend the old 'rich uncle-poor nephew' mindset.
- center around the six issues that are central to the Jewish world.

7. In general, **the basic quid-pro-quo of a partnership is the following:**

- For the community in the US, the Partnership should foster a deeper connection to Israel, enrich Jewish life, and strengthen Jewish identity.
- On the Israeli side, the Partnership should show Israelis the value of the Jewish Diaspora, instill a sense of Peoplehood and responsibility for the future of our people, and connect Israelis to their Judaism.

Together, the Partnership connects people and institutions in the two communities, provides a model for operational and financial partnership and gives value to surrounding non-Jewish communities.

Next Stage of the Partnership model: Leveraging Unique Assets

8. The Partnership 2000 (P2K) platform has gone through two main stages: Project Renewal during the 1970s-1980s and geographically connecting between regions during the 1990s-2000s.
9. **Today, Partnerships are challenged to evolve into their third phase** i.e. leveraging the unique needs and assets of each community in a way that fosters synergy and brings mutual value.

Building a Unique Story based on Unique Assets

10. **Unique assets are special attributes that exist on each side of the partnership, which could be leveraged towards a healthy relationship.** Unique assets can be a leading institution, a geographic feature, a specific demography, or history and culture.
11. **The advantages of mapping and synergizing unique assets of regions stems from the ability to bring unique value.** In today's globalized world, in the absence of unique value, it is very difficult to be heard, get attention, mobilize people and raise funds.
12. **A unique 'story' emerges out of merging several unique assets into one coherent vision.** The story then serves as compass for local entrepreneurship,

determining priorities and focusing resources, branding, and for local pride and esprit de corps.

13. **Hence, mapping unique assets and needs on both sides is a precondition for developing the 'unique story' that brings the highest value to both communities.** Naturally, if the two communities are unable to write an attractive shared 'unique story', it is doubtful that the Partnership has a prosperous future.

What is an Optimal Partnership Project?

14. Realizing the unique story of the Partnership requires synergy among a critical mass of projects that are focused on the unique assets and serve the unique story. Therefore, **establishing effective selection criteria for projects is vital.**
15. **The criteria below create a scale by which the Partnership's leadership can rank each proposed project.** An optimal project would meet all eight criteria; a mediocre one, perhaps three; and so on.
16. **The proposed criteria are:** (1) leveraging of unique assets of each community; (2) promoting Jewish Peoplehood; (3) engagement of the community in the public sphere; (4) creation of links between institutions; (5) provision of unique qualitative value the community ('Only the Partnership Can'); (6) scalability; (7) synergy with a cluster of projects with the same theme; (8) potential for fundraising.

Value to the Broader, non-Jewish community

17. **Many Partnerships find pride in the unique value they bring to the broader, non-Jewish community, as well, by identifying an area of expertise in Israel that is lacking or less developed in the Diaspora.** These projects should be managed and budgeted separately.

Chapter 3: The Untapped Potential of the TLV-LA Partnership

Partnership as a tool for addressing the needs of the TLV-LA communities

18. **In general, we believe that the TLV-LA Partnership has the potential becoming a model Partnership based on leveraging the unique needs of both communities and bringing unique value to its constituency, both in LA and Tel-Aviv and to the Jewish world more broadly.**
19. **Based on our work, the following are the needs of the communities as it relates to the Partnership:**
 - **Some of LA's needs are:** affordable Jewish life; reaching the younger generation, which disengages from traditional Jewish institutions; connecting various groups within the community; and portraying a 'real' Israel that people can associate with beyond the conflict.
 - **In Tel-Aviv, some of the central needs are:** connecting Israelis with their Jewish identity and tradition; instilling a sense of Peoplehood and

responsibility for Jewish communities in the Diaspora; and advancing Tel-Aviv toward the status of a Global City.

The Strengths and Challenges of the TLV-LA Partnership

20. **The TLV-LA partnership has remarkable assets** such as: a relevant vision; a natural match between the cities; the existence of seed projects in many of areas that are key for the future relationship; a committed leadership; and a strong legacy and reputation.
21. **However, the Partnership also faces several major challenges that threaten its existence absent reform** such as: no organizing logic and little synergy among the various projects; no systematic leverage of unique assets; no rotation in the leadership and inefficient processes; no focus on the general community; and lack of financial mutuality.
22. **Hence, the TLV-LA Partnership has a relevant vision but a relatively weak structure. However, existing assets indicate that with the proper reforms, this Partnership has the potential to serve as a model partnership and lead the Partnership 2000 Platform into the next stage of its development.**

Chapter 4: Recommendations for Reform

Strategic Reform: Leverage the Unique Story of both Communities

23. As mentioned, **the Partnership should seek to leverage the unique assets of each community and build a story about its future that addresses the needs of both communities.** This requires a joint process, perhaps a task-force, involving the two communities.
24. Our preliminary research points to **two main 'stories' connecting the two communities: Jewish Pluralism and Cinema and Culture.** These are two examples, and there may be others.
 - **Jewish Pluralism** – Tel Aviv has become the center of uniquely progressive and creative Israeli Judaism. It is going through a 'Jewish Renaissance', characterized by a plethora of community and city initiatives serving mainly the secular-Israeli population. A number of local institutions like Beit HaTfutzot, 'Alma' or 'Binna' are anchors of this trend. Many of these activities now take place in the MATNASIM. For its part, Los Angeles is a hub of progressive Judaism, houses American Jewish University, and offers a wide variety of platforms for connecting to one's Jewish identity such as 'campuses' that bring together synagogues, Jewish day schools, and community activities.
 - **Culture and Cinema** – One of LA's unique attributes is the entertainment industry and the arts community in general, where many Jews play a leading role. Meanwhile Tel Aviv is the cultural hub and the cinema capital of Israel with a vibrant mix of traditional, as well as cutting edge and fringe institutions that serve as a magnet for both artists and art-lovers. In

particular, Tel-Aviv houses Israel's leading cinema schools and cinemateque. .

Value the Partnership can bring to the broader, non-Jewish community

25. In addition to the value the Partnership brings to the Jewish communities in Tel Aviv and LA, the Partnership has unique value that it can bring to the broader, non-Jewish community as well in areas such as emergency preparedness; life on the edge of the desert.

Structural Reforms

26. **A number of structural reforms should be considered in order to transform the Partnership** into a more efficient mechanism that is in line with the new relationship between Israel and the Jewish world described in this report. These include:
- **Rotation of lay leadership and its focus on the strategic direction, while empowering professionals to design specific projects and implement;**
 - **Demanding greater financial mutuality.**

Summary of Recommendations

27. **Embark on a process (designed as a retreat or a 'laboratory') to transition the Partnership to the Third Stage of its development** by mapping unique assets, articulating the unique story, and developing 'clusters' of projects among local institutions.
28. **Adapt general project criteria [specified in the report] to the unique needs of the Partnership;**
29. **Overhaul of leadership** – From a permanent lay leadership to a rotating lay leadership that provides strategic vision and direction. Moreover, professionals should be empowered to not only carry out projects but also to be more involved in executive decisions and project selection.
30. **Tying financial support to project criteria / 'tough Love' with the Partnership:** The LA Federation can tie financial support of Partnership projects to their 'grade' according to the project criteria and expect *some* financial contribution to any given project (**mutuality, not symmetry**).

The TLV-LA Partnership Building a Model Partnership

Guidelines for Quick Reading

This document can be skimmed by reading the bolded phrases. Each paragraph contains only one idea, captured in the bolded sentences. Footnotes do *not* contain new ideas, but examples, sources, and references.

Background and Introduction

31. The goal of this report is to offer a strategic framework for the potential Vision and structure of the Tel Aviv-Los Angeles Partnership within the broader context and framework of Partnership 2000 of the Jewish Agency (recently renamed as 'Partnership 3.0'). **This report seeks to answer the question: "What does a cutting edge, 21st century model partnership look like, and how can the TLV-LA Partnership become one?"**
32. This report is an outcome of an invitation on the part of LA Federation to reexamine the untapped potential of the current TLV-LA partnership. **It is the product of extensive research, interviews, and brainstorming sessions based on the following:**
 - **Interviews with dozens of professionals and lay-leaders from various positions within the Partnership** including: professionals and lay-leaders from Tel Aviv and from Los Angeles, from Tel Aviv municipality, from other partnerships, as well as people outside the partnership who are active in the TLV and LA communities.¹ Some of these meetings took place in Israel and some in Los Angeles;
 - **A study visit to Los Angeles** in order to conduct interviews and learn about the unique structure and needs of the LA Jewish Community;
 - **Review of the key Partnership documents and reports** such as "Report: Think Tank on the Changing Israeli-Diaspora Relationship" (1995); Report of the Strategic Directions Committee of the Tel Aviv-Los Angeles Partnership: A Vision and a Plan" (1997); and "Tel Aviv-Los Angeles Partnership: A Critical Look Through the Eyes of Its Leaders After Five Years' Experience" (2002).
 - **A study of other Partnerships within the Partnership 2000 platform.**

Although this report is based on these conversations and documents, it reflects the analysis and conclusions of the Reut team alone.

¹ For a full list of the people interviewed see acknowledgments section of this report.

33. **This report does not presume to offer broader recommendations for the Jewish Federation of Los Angeles as a whole**, but rather to zoom-in on its Partnership with Tel Aviv only;
34. **Moreover, this report does not intend to assess or evaluate any specific project or program of the partnership.** Rather, it focuses on the strategic level and examines the TLV-LA Partnership as a whole.
35. **This report is intended to serve as a strategic framework for a model Partnership.** Its implementation and translation into concrete programs would require additional work and research by the leadership of the Partnership. The Reut Institute is looking forward to partnering with the Partnership on this future effort as well.
36. **The structure of the report is as follows:**
 - **Chapter 1 discusses the broader context within which the Partnership operates** and maps the major trends affecting the Jewish world today.
 - **Chapter 2 addresses the question: "What does a 21st century model partnership look like?"** This chapter discusses the value of the partnership model, possible next stages in its development, and generic criteria for project selection.
 - **Chapter 3 discusses the untapped potential of the TLV-LA Partnership** that emerges from its strengths and weaknesses.
 - **Chapter 4 sets forth recommendations** designed to leverage the unique assets of the two communities and create a structure that would support the partnership's vision.

Chapter 1: Trends affecting the Jewish World

37. The broader context for this report are the **major trends affecting the Jewish world that are transforming the relations between Israel and world Jewry and therefore also the work of the Partnerships** between Israeli and Diaspora communities.²
38. **In recent years, the nature of the relationship between Israel and the Jewish Diaspora**, which used to be based on Classical Zionism and the building of the State of Israel, **has changed**. The new relationship is being affected by trends such as:
- The prominence of the idea of Peoplehood that emphasizes the Jewish interconnectedness, has been affecting the meaning of Zionism³ to view the mission of Israel in a broader more nuanced context of the Jewish people;
 - **Negation of the Diaspora is being replaced by the understanding that a vibrant Diaspora is an imperative** for the long-term survival of the Jewish people;
 - **A strong call for 'aliyah' has morphed into encouraging cycles of movement and commitment** between different Jewish communities;
 - **A controversy around Israeli policies not only impede community-wide engagement with Israel in many places, but also makes Israel a divisive issue in some synagogues;**⁴
 - **The rich uncle-poor nephew mindset is being replaced by an expectation for synergy, mutuality and partnership among equals**, as Israel ascends to first-world prosperity;
 - **In the past, world Jewry underwrote Zionism and significant budgetary needs of the Israeli government**. Now it seeks its unique voice in Israeli society;

² The Reut Institute deploys a policy team, which has extensively researched the future of Israel's relations with the Jewish world and the major trends affecting Jewish communities. To read the original document, see: A New Relationship between Israel and the Jewish World: A Conceptual Framework ([click here](#)).

³ There is no agreed definition on the concept of Peoplehood, yet the following may capture its essence: Peoplehood emphasizes the sense of the Jewish people as a 'large family' that shares history, stories, memories, fate or destiny, and the desire to promote its well-being. It cherishes and seeks to preserve the great geographic, ethnic, ritual or cultural diversity of the Jewish people through collaborations, acquaintances, and relationships while ignoring playing down differences of faith, observance or nationality. Its constituency includes all those who want to be or feel a part of the Jewish people and are committed to living in Jewish households and raising Jewish children.

⁴ Cohen, S. and A. Kelman, Beyond Distancing: **Young Adult American Jews and their Alienation from Israel**, 2007.

- **Power to shape the relationship has been disseminated from the Government of Israel and a few big organizations to countless direct people-to-people and community-to-community connections** instead of the previous 'old boys network', where decisions were made by a few individuals at the leadership of organizations such as UJC (now JFNA) or JAFI;
 - **The relationship between Israel and Diaspora Jewry is moving from relationships between institutions to partnerships around issues.** The six major issues that will capture the bulk of attention, energy and resources in the Jewish world in the coming decades are: community building, Tikkun Olam, Israel, Hebrew, Jewish heritage and tradition, and fighting anti-Semitism and the de-legitimization of Israel.
39. **These major changes led to a shift in the nature of the relationship between Israel and world Jewry.** These changes are inevitably affecting the reality in which the Partnership operates.
40. **Thriving in this changing environment requires creatively adapting to the new reality. Failure to do so risks the organization with decline due to shrinking base, while success may ensure prosperity and longevity.**

Chapter 2: What does a Model Partnership Look like?

41. **This chapter provides a generic description of what a cutting-edge, 21st Century, model partnership between North American and Israeli communities could look like.** It offers a possible vision for the partnership, a suggestion for the next stage in its development, and selection criteria for projects.

Vision of a Model Partnership

42. The Partnership model should reflect the 'new relationship' between Israel and the Jewish world outlined above. In other words, **a model Partnership should be based on mutuality and synergy between the two communities. It should hold the concept of Jewish Peoplehood as a core value, and it should work to transcend the old 'rich uncle-poor nephew' mindset.**
43. Hence, **the mutual value in the relationship between North American and Israeli communities through the partnership model is as follows:**
- **On the American side, a Partnership should foster a deeper connection to Israel, strengthen Jewish identity, and promote the Hebrew language;**
 - **On the Israeli side, the Partnership shows Israelis the value of the Jewish Diaspora, instills a sense of responsibility for the future of our people, and connects Israelis to their Judaism.**
44. **Together, the Partnership connects people and institutions in the two communities, provides a model for operational and financial partnership and gives value to surrounding non-Jewish communities.**

Next Stage of the Partnership Model: Leveraging Unique Assets

45. **Historically, the Partnership 2000 platform has gone through two main stages and it is now has the opportunity to enter the Third Stage:**
- **Stage 1: Project Renewal (1970s-1980s)** - This stage was characterized by the old 'rich uncle - poor nephew' mentality structured around a give-get relationship between Diaspora Jewish communities and Israel. The attention was focused on providing Israel with invaluable aid focused on transforming disadvantaged communities in Israel through building physical and social infrastructure⁵;
 - **Stage 2: Geographic Connection (1990s-2000s)** – This stage is characterized by forging relations that were based on a geographic connection between two communities in North America and in Israel. It reflected the changing reality that called for partnership between the two

⁵ Website of [the Jewish Agency for Israel: Partnerships with Israel](#).

communities and therefore created mechanisms for direct relationships such as joint steering-committees, joint decision-making processes, etc.;

- **Stage 3: Leveraging unique needs and assets (21st Century)** – Today, Partnerships have a unique opportunity to evolve into the next phase of their development, i.e., a relationship that is based on leveraging the unique needs and assets of each community in a way that fosters a sustainable partnership.

Building a Unique Story based on Unique Assets

46. **Unique assets are attributes that exist on both sides, and could be leveraged toward a healthy relationship.** A unique asset could be a local expertise, climate, history, heritage, nature and landscape, modes of work, and so on. The asset can also be based on a burden that characterizes the city or the region. For example, it is possible to envision regions in the Israeli Negev serving as a global laboratory for the fight against the processes of desertification.
47. **The advantages of mapping the unique assets of regions rests on the fact that today's globalized world allows human capital, goods and knowledge to rapidly and easily move from one place to the other.** Therefore, sustainable growth, in all its forms, requires communities to tap into qualities – whether economic, social or environmental – that are rooted in place, and that are also likely to bring value at the national and global levels⁶.
48. **Under the same logic, communities that seek long lasting partnerships should make sure their engagement is based on these unique assets.** Each side in the Partnership should first develop a clear understanding of its unique assets and needs.
49. **The addition of unique value derives from creatively linking unique assets into a new 'story'.** Assets of nature or historic sites are not sufficient for formulating a competitive advantage and creating industries, services and high-quality jobs. Only the integration of these assets with the high-quality and relevant human capital can create new value through innovation.
50. **A new 'story', one that takes into consideration human and physical assets, can serve as a vision and a compass for local entrepreneurship, based on a desired picture of the future.** It can determine priorities, prevent the dispersion of resources, can be a common thread linking various projects in the region, and can brand the city or the region worldwide.
51. **Hence, once a Partnership undertakes a thorough mapping of all assets and needs in the regions in which it operates, it can then connect the assets of one community to the needs of the other and merge them into a 'unique story' that brings the highest value to both communities.**

⁶ To read the conceptual framework on how to leapfrog the periphery, [click here](#) [Hebrew].

What is an optimal Partnership Project?

52. In order to establish a model partnership, it is critical that a critical mass of projects leverage the unique story of the partnership. Therefore, **establishing effective selection criteria is vital**. The criteria are designed to move the Partnership forward in a sustainable way, and ensure that its operations are in line with its innovative vision.
53. **The criteria below create a scale by which the Partnership's leadership can rank each proposed project.** An optimal project would feature all eight criteria; a mediocre one, perhaps three; and so on. **The proposed criteria include projects that:**
- **Leverage unique assets of each community;**
 - **Promote Jewish Peoplehood** with a clear people-to-people logic that promotes Jewish peoplehood and serves the vision of the Partnership;
 - **Engage a critical mass of people in the community in the public sphere** such as in a community center or public space. In other words, this criteria discourages projects with small groups that take place in a closed space, removed from the rest of the community;
 - **Create links between institutions** – It has been proved that projects that take place between institutions (as opposed to ad-hoc groups of individuals) are more likely to have longer sustained impact. An ideal partnership project connects between similar institutions in both communities;
 - **'Only the Partnership Can' provide a unique qualitative experience** – An ideal Partnership project is one where the Partnership can bring unique value in a way that other existing programs or institutions cannot;
 - **Scalable** – The project can be replicated and scaled, within the Partnership and outside of it;
 - **Part of a cluster of projects with the same theme** – The project should be in synergy with other projects of the Partnership. Ideally, there should be a small number of organizing logics to the Partnership and clusters of projects around those logics. (for example, projects in the realm of Cinema & Culture, as will be elaborated later on below);
 - **Can be leveraged for fundraising** – The project should leverage the support of an existing or new donor base of the Partnership.

Value to the Non-Jewish community

54. In addition to the value to the Jewish communities, Partnerships take pride in the value they bring to the broader, non-Jewish community as well. Examples include:
- **Emergency preparedness** – Israel is relatively well-trained in dealing with emergency situations, and the information and experience that has been gathered are of value to overseas communities;

- **Living on the edge of the desert [resources]** – Israel has developed an expertise in addressing an ongoing scarcity of natural resources, and especially water. This knowledge is of value to communities that are on the 'edge' of the desert, thus facing similar (though not identical) challenges, such as LA, Las Vegas, in Arizona or New Mexico.
55. **However, these projects represent a different value and logic and therefore should be treated through a specialized mechanism.**

Chapter 3: The Untapped Potential of the TLV-LA Partnership

56. **As stated above, the goal of this report is to indicate the untapped potential of the TLV-LA Partnership and to help transform it into a cutting-edge model partnership that can serve as a model and an inspiration for others.**

Partnership as a tool for addressing TLV and LA Needs

57. **Through the dozens of conversations we conducted with people in the LA Jewish community, the following needs of the community emerged:**
- To provide the community with affordable Jewish life;
 - To reach the younger generation which disengages from traditional Jewish institutions;
 - To connect between the various groups within the community (i.e., Israelis, Russians, Persians, etc.);
 - To portray a 'real' Israel that people can associate with beyond the conflict.
58. **In Tel-Aviv, some of the central needs include:**
- To connect Israelis with their Jewish identity and tradition;
 - To instill a sense of responsibility for Jewish communities in the Diaspora;
 - To economically and socially advance Tel Aviv so that it may become a Global City.
59. **Hence, by leveraging the unique assets of each community (as will be shortly described), the Partnership model can address many of these needs.**

The Strengths of the TLV-LA Partnership

60. **The TLV-LA Partnership has a remarkable legacy and assets that can be further leveraged to improve the Partnership.**
61. **The strengths of the current TLV-LA Partnership include:**
- **Relevant Vision** – The Partnership's vision has been and continues to be, relevant in light of the trends affecting the Jewish world outlined above. The vision of the Partnership embraces, to a large extent, the 'new relationship' between Israel the Jewish world, and is ahead of its time in comparison to other partnerships and organizations in the Jewish world.
- In the 1995 Think Tank report, the Partnership's founders wrote: **“The rapidly evolving situation requires a new philosophical foundation for**

Israel-Diaspora relations, rooted in . . . mutual concerns and reciprocity.”⁷

- **Natural match between the cities** – LA's decision to partner with Tel-Aviv (as opposed to other cities/regions in Israel) is of great value to the Partnership. Both cities are 'global cities' that share many commonalities such as a young and vibrant population, similar beach cities, cultural hubs, and centers of progressive Judaism;
- **Existence of seed projects in the right places** – The Partnership has already invested in successful projects and created the infrastructure; in many of the areas that are key for the future relationship;
- **Committed leadership in place** – The dozens of conversations we held with professionals and lay-leaders on both sides of the Partnership have revealed a passionate and committed leadership, many of which are committed to reform;
- **Strong legacy and reputation** – The TLV-LA partnership has a legacy of being a leader in its field. This Partnership was of the first to put forward a vision (back in 1995) that spoke about true synergy and mutuality. As such, it was a pioneer in several groundbreaking projects.

The Challenges of the TLV-LA Partnership

62. **Nonetheless, the Partnership today also faces several major challenges that threaten its existence absent reform:**

- **No organizing logic and little synergy among the various projects** – It is not clear that there is a common thread running through the Partnership's projects; in other words, the Partnership's 'brand' is not fleshed out and the projects are loosely connected to one another;
- **Unique assets of the two communities are not leveraged** and therefore do not serve the direct needs of the communities in the best possible ways;
- **Stagnant leadership with inefficient processes** – To date, there is no rotation mechanism for the Partnership's leadership in place. In some cases, this leads to stagnant leadership and to the lack of new and fresh ideas that could push the partnership forward. Moreover, the current decision-making process is slow and cumbersome;
- **The community is not a central focus** – Many projects do not engage the broader community but rather focus on small groups of people or professionals and take place outside of the general public sphere;
- **There is no financial mutuality** as the American side contributes most of the funding for joint projects.

⁷ The Jewish Federation of Los Angeles: **Report: Think-Tank on the Changing Israeli-Diaspora Relations**, October, 1995.

63. **Hence, the conclusion of this report is that the TLV-LA Partnership has a relevant vision but a relatively weak structure. However, existing assets indicate that with the proper reform, this Partnership has the potential to serve as a model partnership that will lead the Partnership 2000 Platform into the next stage of its development.**

Chapter 4: Recommendations for Reform

Strategic Reform: Creating a Unique Story

64. The TLV-LA Partnership is currently in the second stage of its development, i.e., geographic connection between cities. As mentioned, **in order to transform into the next stage of its development, the Partnership should seek to leverage the unique assets of each community into the operations of the Partnership in order to address the needs of each community.**
65. In the context of this report, the Reut Institute has begun to map out and identify these needs and assets. However, it is important to note that this is only a preliminary outline based on a relatively small number of conversations, and is merely meant to serve as examples of possible directions. **In order to embed these ideas into operational guidelines, the Partnership will need to undertake this mapping through a structured joint process involving the two communities.**
66. Hence, the Partnership should consider **establishing a taskforce with the mission of eliciting the mutual story of the TLV-LA Partnership, based on the unique needs and assets of both communities from all the relevant stakeholders.** These 'stories' need to later be translated into the operations of the Partnership.

Two Examples: Jewish Pluralism & Cinema and Culture

67. Based on a preliminary examination, the Reut Institute identified a list of unique assets of the LA and TLV communities. Note that these lists may be partial and are designed to serve as examples for the type of mapping that should be conducted by the Partnership.
68. **The following list presents a selection of assets that are unique to Tel Aviv, both on the national and international levels:**
 - **Vibrant, young population** – Tel Aviv is famous for the quality of its human capital, as it serves as a magnet for some of Israel's most talented young population;
 - **A financial hub** – Israel's economic activity and the lion's share of its financial industry is located in Tel Aviv;
 - **A cultural hub** – Tel Aviv is home to Israel's most prominent opera, theater, and dance companies; It features both classical as well as cutting edge, fringe fine and performing arts;
 - **Beach city** – Tel Aviv life is very much centered around beach life, and its long beach strip hosts many music concerts, Yoga lessons, volleyball, and even Kabbalat-Shabbat;

- **Vibrant street life**, which includes music and art festivals, outdoor cafes and restaurants, and free public cultural events like Opera in the Park;
- **Unique architecture** – Tel Aviv contains a variety of architectural styles including colonial and Islamic architecture, but is known as a World Heritage Site for its Bauhaus Architecture,;
- **The first Hebrew city** – Tel Aviv was founded in 1909 and is the first modern Hebrew city. As such, it has a special flavor and functions as a source of local pride;
- **A gateway to the rest of Israel** thanks to its central geographic location.

These assets help constitute Tel Aviv as a Global City in evolution.

69. As this report was written by an Israeli team, we do not presume to undertake a thorough analysis of LA's unique assets. **However, our preliminary conversations uncover that similarly to Tel Aviv, as Los Angeles possesses the following assets: a vibrant and young population; a vibrant cultural hub specifically within the entertainment community; a diverse Jewish population that is structured around Jewish 'campuses', and a beach city with a comfortable climate year-round.**

70. Based on these unique assets, two main 'stories' emerged as connecting between the Tel-Aviv and Los Angeles communities: **Jewish Pluralism & Cinema and Culture.**

- **Jewish Pluralism** – Tel Aviv is enjoying a 'Jewish Renaissance', characterized by a plethora of community and city initiatives serving mainly the secular-Israeli population. These include events such as Kabbalat Shabbat at the port in Tel-Aviv and the celebration of Jewish holidays in the local community centers (Matnasim). At the same time, a number of local institutions such as 'Alma' and 'Binna' have appeared in order to address this trend⁸.

For its part, **Los Angeles is a hub of progressive Judaism and a city that offers a wide variety of channels through which one can connect to his/her Jewish identity.** Specifically, the LA Jewish community houses the American Jewish University, and has 'campuses' that bring together synagogues, Jewish day schools, and community activities.

Hence, there is potential for the TLV-LA partnership to leverage this trend and to mobilize the both communities and especially the younger generation around the issue of Jewish Pluralism.

- **Culture and Cinema** – Needless to say, one of LA's central assets is **Hollywood and the arts community in general.** While it is widely known that Los Angeles is leading the global film industry, Tel Aviv's assets in this area are less known. However, **the city of Tel Aviv has a vibrant mix of traditional, as well as cutting edge and fringe institutions that serve as a**

⁸ Add link to websites

magnet for both artists and art-lovers throughout the country. As such, the realm of culture and specifically cinema is at the core of both the Tel-Aviv and LA communities.

71. **The table below shows a mapping of the unique assets and institutions that each community has in the two clusters described:**

Unique Assets & Institutions	Los Angeles	Tel Aviv
Pluralistic Judaism	<ul style="list-style-type: none"> • Hub of Reform Judaism • Synagogue Campuses • Israeli Diaspora • American Jewish U. • Kaballah 	<ul style="list-style-type: none"> • Alma/ Bina/ Beit HaTfutzot • Strong community centers • Judaism in public sphere • First Hebrew city • Kaballah
Cinema & Culture	<ul style="list-style-type: none"> • USC Film School • UCLA Film School • AFI Conservatory • Hollywood Studios • Academy Awards • LA Opera • Getty Museum 	<ul style="list-style-type: none"> • Tel Aviv Cinemateque • TAU School of Cinema • TAU Student Film Festival • TLV Opera • Theaters (Gesher; Cameri) • Philharmonic Orchestra • Beit HaTfutzot

72. **Hence, the Partnership should consider embedding the ‘stories’ of Jewish Pluralism and Culture and Cinema as organizing logics of the Partnership’s operations.**

Value to Non-Jewish Community

73. In addition to the value the Partnership brings to the Jewish communities in Tel Aviv and LA, the Partnership has unique value that it can bring to the broader, non-Jewish community as well.
74. Here too, the Partnership should map out the areas where the connection between Tel Aviv and LA can be leveraged to bring value to the broader community. Examples of areas of expertise that can be transferred between the two communities include:
- **Religious and ethnic diversity** – Both communities grapple with the challenge of integrating a diverse multitude of religious and ethnic groups;
 - **Large immigrant populations** – One of Tel Aviv's chief concerns is its foreign workers population, often of African and Asian origin. At the same time, Los Angeles battles with integrating the Hispanic population;

- **Preparedness for emergency situations** – Tel Aviv, and Israel more broadly, is relatively well-trained in dealing with emergency situations - whether in the form of a missile or a large scale terror attack. Los Angeles, for its part, is vulnerable to natural disasters due to its unique location along a fault line, which necessitates a strong culture of preparedness for emergency situations;
- **Living on the edge of the desert [resources]** – Tel Aviv, and Israel in general, has developed an expertise on addressing an ongoing scarcity of natural resources, and especially water. Similarly, Los Angeles is situated on the 'edge' of the desert, thus facing similar (though not identical) challenges;
- **Archeology / Fine Arts** - Both cities are home to a plethora of unique art institutions and archeological sites.

Structural Reforms: Rotating leadership, Efficient decision-making, Financial mutuality

75. As stated, the TLV-LA Partnership has a very relevant vision and the unique potential to address the needs of each community. **However, there are a number of structural reforms that should be considered in order to transform the Partnership in a more efficient mechanism that is in line with the new relationship between Israel and the Jewish world described in this report.**
76. There are three broad areas which need to undergo structural reform. These include:
- **Rotating lay leadership** – Today, the Partnership's lay leadership is largely permanent, particularly on the TLV side, and misses a rotation mechanism that ensures fresh ideas and new energy.
 - **Lay leadership micromanages; professionals disempowered** – The lay leadership is presently involved in many of the daily operations of the partnership with many 'pet projects'. A more efficient decision-making process would focus it on designing strategic directions, while empowering the professional staff to design and implement projects.
 - **No financial mutuality** – Funding for the Partnership is asymmetric as the LA Federation provides most of the funding for the various projects. Instead, the Federation should use the Partnership to issue challenge funds in which LA demands that Tel Aviv contribute a certain portion of any project's required budget in order for the project to take place.

Summary of Recommendations

77. This section is a summary of the broad recommendations offered throughout this report:
- **Embark on a process (designed as a retreat or a 'laboratory') to transition the Partnership to the Third Stage of its development** by

convening the relevant stakeholders and eliciting the 'clusters' of mutual stories and their corresponding institutions;

- **Adapt general project criteria to the unique needs of the Partnership** – Proposed projects should be ranked according to the number and quality of criteria they fulfill, using the eight criteria mentioned above.
- **Overhaul of leadership** – From a permanent lay leadership that manages operations to a rotating lay leadership that provides strategic vision;
- **'Tough Love' with the Partnership:** Mutuality is a crucial aspect in any successful partnership. Therefore, the LA Federation should make it clear that it expects *some* contribution to a given project. Accordingly, it should think twice before it decides to sponsor a project with zero financial mutuality.

Appendix

In the course of preparing this report, we met with dozens of Federation and Partnership professional staff and lay leaders, both in Israel and in Los Angeles.

The Reut Institute extends its gratitude to all these individuals for their time, good will, and contribution. Nonetheless, **this document reflects the views of the Reut Institute alone.** Indeed, some individuals with whom we met have a different view on certain aspects of our analysis, conclusions, or recommendations.

Acknowledgment list (in alphabetical order):

Tel Aviv Meetings

- **Adina Katz**, Health & Welfare Chair, Tel Aviv-Los Angeles Partnership
- **Alon Galron**, Director, Partnership Connection Development, Israel Dept., The Jewish Agency
- **Andrea Arbel**, **Director**, Division of Partnerships in the Jewish Agency
- **Avi Reich**, Event Planning Committee member, Tel Aviv-Los Angeles Partnership
- **Ben Ami Erlich**, Senior Advisor for External Affairs, Tel Aviv-Yafo municipality
- **Dr. Bruria Agrest**, Senior Lecturer at the Bar-Ilan University School of Education
- **Eitan Shwartz**, Director, International Outreach, Global City Dept., Tel Aviv-Yafo municipality
- **Gila Ingvir**, Director of school twinning program, Ironi Tet High School
- **Hagar Shoham-Marko**, Partnership Manager TLV-LA
- **Hila Oren**, Director, Global City Dept., Tel Aviv-Yafo municipality
- **Kelly Cohen**, Partnership Director, Chicago-Kiryat Gat-Lachish-Shafir Partnership
- **Marti Karp**, Federation Representative in Jerusalem
- **Miki Yerushalmi**, Chair of the Tel Aviv/Los Angeles Partnership in Israel
- **Natan Volach**, Deputy Mayor of Tel Aviv-Yafo
- **Prof. Niv Ahituv**, Deputy Chairman of the steering committee, Tel Aviv-Los Angeles Partnership
- **Ran Sagi**, Partnership Director, Beer Sheva-Bnei Shimon-Montreal Partnership
- **Rina Neiger**, Deputy Federation Representative in Jerusalem
- **Ruth Sofer**, Director of Community Resources Dept., Tel Aviv-Yafo municipality

- **Tamar Gavrieli**, Director, Strategic Planning Dept., Tel Aviv-Yafo municipality
- **Uri Bar-Ner**, Director for Strategic Development, Partnership 2000

Los Angeles Meetings

- **Ahuva Ron**, Director, School Twinning Program
- **Andrew Cushnir**, Director of Business Divisions and New Business Initiatives
- **Dr. Beryl Geber**, Vice Chair of the Board of Directors
- **Dr. Bruce Powell**, Consultant to the Board (education)
- **Carol Koransky**, Executive Vice President
- **Daniel Gryczman**, Board Member
- **David Gill**, Member, Board of Directors
- **Edward Robin**, Vice Chair of the Board
- **Ellen Rabin**, Program Consultant to Beverly Hills Global Partners
- **Frank Maas**, Member, Board of Directors
- **Herb Glaser**, Founder of Partnership
- **Irv Weintraub**, COO of William Morris Agency
- **Jay Sanderson**, President, The Jewish Federation of Greater Los Angeles
- **Jill Hoyt**, Senior director of international programs
- **Lorin Fife**, Chair, Jewish Community Foundation
- **Metuka Benjamin**, Member, Partnership 2000 Education Steering Committee
- **Michael Tuchin**, AIPAC Chair
- **Nissan Pardo**, TLV-LA Partnership Chair
- **Shawn Evenhaim**, President, Kadima Hebrew Academy
- **Shira Adatto**, Cultural Programs Consultant at the Jewish Federation of Los Angeles
- **Susan Jacoby Stern**, Education Chair