

# Temple Beth Shalom Strategic Plan

**The Congregation of TBS explores and experiences the wholeness of Judaism.  
Together we strive to be a welcoming, vibrant, multigenerational community.**



**August 13, 2020  
through  
September 1, 2024**



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### ***Our commitment to our community:***

In the last three years, our TBS community experienced unprecedented growth compared with other communities in the Reform Movement, especially of our size. At a time when many religious communities are faltering or in decline, ours is thriving. Why? Because we're a caring, engaging, exciting, passionate, and intelligent community. We honor and cherish the past while looking ahead to the future. We are an extended family of people who come together to socialize, pray, study, and care for each other... and for the world.

This Strategic Plan is the culmination of four years of consultation with TBS members which started with the Values Auctions back in 2016 then developed into the Kulanu conversations and meetings, the URJ survey (which had one of the highest ever response rates to any of their surveys), and now this. Feedback has ranged from informal conversations to formal surveys, from young to old, from long-standing members to the more recent. We could not have done this without you. Your honesty about the parts of our community that you treasure as they are and also about the parts that you wanted to see develop were all considered in this plan.

The members of the Strategic Planning Committee have worked tirelessly to create this plan, and we thank them for many months of unfaltering dedication to this work. We also want to thank the members of staff who contributed to the plan, adding their professional expertise to ensure that what we have created is realistic and achievable.

We are going to do everything we can to enact this plan as written. We appreciate that circumstances change and that Temples sometimes need to temporarily refocus their priorities – this year brought an obvious example! However, we nonetheless intend to implement this plan on schedule, and to continue to review it to ensure we are staying on track.

If you have any questions, please do not hesitate to be in touch with us at [rabbineil@gmail.com](mailto:rabbineil@gmail.com) and [mlafchi.tbs@gmail.com](mailto:mlafchi.tbs@gmail.com) and thank you once again for being part of this process and of our wonderful community.

***Rabbi Neil Amswych***

Rabbi Neil Amswych  
Principal Rabbi

***Michelle Laflamme-Childs***

Michelle Laflamme-Childs  
President

***How to use this plan:  
An invitation from the Strategic Planning Committee***

Our intention is for our Strategic Plan document to be more than words that sit on a shelf. This is a living plan, an interactive and responsive guide: *Do our values inform our actions? Do our actions bring us closer to our intention of who we strive to be as a Jewish community, and how we strive to be part of our greater community?* All who were part of the Strategic Planning process, all who have a role in its implementation, and all Board members are committed to ongoing reflection, evaluation, refinement, and alignment of actions, strategies, goals, and intentions.

We encourage you to be part of the life and breath of the TBS Strategic Plan: ask questions, share your feedback, and in the spirit of these words from Pirke Avot, please consider supporting the fulfillment of our intentions by participating in one of our initiatives or committees:

*Lo alecha ham'lacha ligmor, V'lo ata ben chorim l'hibatil mimena:  
It is not up to you to complete the work; neither are you free to desist from it.*

***Reading the plan:***

**V = Value    G = Goal    S = Strategy**

**Responsibility column:** the individual (clergy, staff person, and/or lay leader) or committee tasked with implementation of the strategy. The expectation is that all those responsible will coordinate efforts. Where there is a primary responsibility, this is designated in **bold**.

**Priority column:** the timeframe within which we anticipate that the strategy will be initiated (if you are interested in the factors determining these timeframes, please ask for our worksheet):

**1** = immediate                      **2** = 3-6 months                      **3** = 6-18 months                      **4** = 18+ months

***TBS Strategic Planning Committee:***

Ethel Hess, *Chair*  
Ziva Gunther, *Co-Chair*  
Rabbi Neil Amswych  
Dana Densmore  
Gilbert Duritz  
Linda Duritz  
Barbara Gudwin

Emily Kahn-Freedman  
Michelle LaFlamme Childs, *Board President*  
Meryl Marchand  
Jeff Milder  
Marlene Schwalje  
David Shulman  
Ellen Zieselman

**Intentions and actions of who we are within our community:**  
**diversity**

**Value 1.**

**We welcome all who seek to join in Jewish spirit and community  
as we experience and share the changing stages of life.**

**Value 2.**

**We are a congregation of diverse individuals and families  
and strive to include all family members  
in the activities of our community.**

**Value 3.**

**We recognize and appreciate the diversity  
of thought and opinion among our community.  
We encourage respectful dialogue and communication  
among our members.**

**Value 4.**

**We each travel a unique spiritual path  
with our own understanding of God and spirituality  
as expressed in personal practice.**

**V1. We welcome all who seek to join in Jewish spirit and community as we experience and share the changing stages of life.**

<p><b>G1. Outreach to the many segments of the Jewish population in Santa Fe, especially the unaffiliated, interfaith, and others who may feel marginalized from Jewish community.</b></p>		
<p><b>S1. Explore outreach opportunities to Jews within the community:</b></p> <ul style="list-style-type: none"> <li>• Health Care Facilities - reach out to chaplaincy/ spiritual care leaders to see how we can become part of the discussion.</li> <li>• Local colleges - develop relationships with student life personnel; have events on campus and promote our events (such as Chanukkah celebrations, Sederim, etc.)</li> <li>• Santa Fe School for the Deaf; other local schools.</li> <li>• Local retirement homes.</li> <li>• Work with libraries.</li> <li>• Sukkah-building workshop off-campus at a home improvement or hardware store.</li> <li>• Potential other locations, such as the Plaza.</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Membership Committee</i></li> <li>• <i>Clergy</i></li> </ul>	<p><b>3</b></p>
<p><b>S2. Identify communities in need of specific outreach:</b></p> <ul style="list-style-type: none"> <li>• Crypto-Jewish community.</li> <li>• Interfaith families.</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Clergy</i></li> <li>• <i>Executive Director</i></li> <li>• <b>Community Coordinator</b></li> <li>• <i>Membership Committee</i></li> </ul>	<p><b>2</b></p>
<p><b>S3. Membership Committee will create outreach strategies related to the above:</b></p> <ul style="list-style-type: none"> <li>• Develop a timeline for strategy, with periodic check-ins to stay on track in accomplishing the plan.</li> <li>• Develop relationships with people and organizations who run events/places in town.</li> <li>• Membership Committee will be alert to local events and how TBS or Rabbi can participate.</li> <li>• Develop and implement Integration and Retention strategies to follow Outreach strategies.</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Membership Committee</i></li> </ul>	<p><b>1</b></p>
<p><b>S4. Communications Committee will develop a Media Strategy:</b></p> <ul style="list-style-type: none"> <li>• Develop a timeline for strategy, with periodic check-in to stay on track in accomplishing the plan.</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Communications Committee</i></li> </ul>	<p><b>1</b></p>

<b>G2. Align our programs with life-stage and family observances, celebrations, and needs.</b>		
<p><b>S1.</b> The Ritual Committee will identify key stages-of-life ceremonies.</p> <ul style="list-style-type: none"> <li>• Offer workshops on lifecycle stages, events, celebrations.</li> <li>• Collaborate with congregants experiencing these events to create presentations or workshops, such as: aging/caring for aging parents; parenting of infants/teens; longevity in relationships/divorce.</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Ritual Committee</i></li> </ul>	<b>2</b>
<p><b>S2.</b> Provide opportunities for member-to-member interactions based upon life stages as well as interests:</p> <ul style="list-style-type: none"> <li>• Specifically create demographic based clubs, such as “singles”, “40s”, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Programs Committee</i></li> <li>• <i>Membership Committee</i></li> </ul>	<b>2</b>
<b>G3. Evaluate and improve on every aspect of welcoming: onsite, online, and in all of our communications.</b>		
<p><b>S1.</b> Onsite:</p> <ul style="list-style-type: none"> <li>• Provide relevant welcome packets at services and events.</li> <li>• Better training and an expanded role for greeters.</li> <li>• Change the layout of oneg tables to promote conversation and engagement.</li> <li>• Use color-coded name tags to help newcomers: for example, bright pink for board members to make it easy to spot when assistance is needed; white for members to aid in security; blue for newcomers/visitors to help greeters and board members know who to welcome.</li> <li>• Add a comment/suggestion box, and make sure it is prominently placed and promoted.</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Board</i></li> <li>• <i>Executive Director</i></li> </ul>	<b>1</b>
<p><b>S2.</b> Online:</p> <ul style="list-style-type: none"> <li>• Improve the website; make it more modern and accessible.</li> <li>• Assess the e-Digest, We Mourn, We Celebrate, and other online communications with members and non-members.</li> <li>• Regularly update the TBS YouTube channel: place all videos on YouTube first, then share to other platforms.</li> <li>• Add a feedback section to the website.</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Communications Committee</i></li> </ul>	<b>2</b>

<p><b>S3.</b> Task the Communications committee to:</p> <ul style="list-style-type: none"> <li>• Review/Renew the Bulletin.</li> <li>• Create structures to facilitate better communication between members, particularly using shared interests and life-stages.</li> <li>• Create opportunities for members to contribute content.</li> </ul>	<ul style="list-style-type: none"> <li>• <i>VP Programs</i></li> <li>• <i>VP Communications</i></li> </ul>	<b>2</b>
<p><b>G4.</b> Ensure our physical plant is welcoming, secure, and adequate for our present and future needs:</p>		
<p><b>S1.</b> Update signage.</p>	<ul style="list-style-type: none"> <li>• <i>Bldg &amp; Grnds Comm.</i></li> <li>• <b><i>Executive Director</i></b></li> <li>• <i>Communications Comm.</i></li> </ul>	<b>3</b>
<p><b>S2.</b> Security Committee shall perform and deliver to the Board an annual audit of practices.</p>	<ul style="list-style-type: none"> <li>• <i>Security Committee</i></li> </ul>	<b>2</b>
<p><b>S3.</b> Building and Grounds Committee shall perform and deliver to the Board an annual maintenance audit.</p>	<ul style="list-style-type: none"> <li>• <i>Building &amp; Grounds Committee</i></li> </ul>	<b>2</b>
<p><b>S4.</b> Review the needs of the physical plant on an annual basis.</p>	<ul style="list-style-type: none"> <li>• <b><i>Executive Committee</i></b></li> <li>• <i>Bldg &amp; Grnds Comm.</i></li> </ul>	<b>1</b>



**V2. We are a congregation of diverse individuals and families and strive to include all family members in the activities of our community.**

<p><b>G1.</b> Listen and learn how to appropriately support any group or individual who may feel marginalized by virtue of their identification (e.g. interfaith members, LGBTQ individuals, women, non-binary individuals, Jews of color).</p>		
<p><b>S1.</b> Identify and address our barriers or biases, whether organizational or individual, to equal opportunity for full participation (to the extent each individual chooses) in the full spectrum of Temple life and leadership.</p> <ul style="list-style-type: none"> <li>• Required awareness training for all staff and Board.</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Executive Director</i></li> <li>• <i>Board President</i></li> <li>• <i>Clergy</i></li> </ul>	<p><b>1</b></p>
<p><b>S2.</b> Establish an Inclusion Committee tasked to:</p> <ul style="list-style-type: none"> <li>• Collaborate with members of core groups in need of unique support, particularly interfaith families, LGBTQ members, families with young children, Jews of color, Jews by choice, and singles, to develop meaningful programs.</li> <li>• Provide educational opportunities tailored to unique needs.</li> <li>• Explore best practice diversity programs from other Jewish communities and the URJ.</li> <li>• Implement programs (e.g. davening and dining) that inspire interpersonal relationships that transcend labels and may extend beyond the Temple.</li> <li>• Ensure a wide variety of events and services that appeal to differing demographics.</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Board</i></li> </ul>	<p><b>1</b></p>
<p><b>G2.</b> Integrate all members of our diverse TBS family into our community.</p>		
<p><b>S1.</b> Identify and utilize members' unique creativity and skills as program leaders, volunteers, and in fund-raising:</p> <ul style="list-style-type: none"> <li>• Create a unified volunteering system so members can find ways to help, and TBS can find members with specific interests and skills.</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Community Coordinator</i></li> </ul>	<p><b>2</b></p>

<p><b>S2.</b> Greater utilization of child-friendly spaces during services and events:</p> <ul style="list-style-type: none"> <li>• At the start of each event/service announce that the children’s library is a space where parents may go with their kids to watch the services while kids play.</li> <li>• Add signs that the space is for children/families as needed, and that parents/guardians must stay with their children as there is no staff supervision.</li> <li>• Child friendly spaces should be tidied/maintained weekly.</li> </ul>	<p>• <i>Executive Director</i> • <i>VP Programs</i></p>	<p><b>3</b></p>
<p><b>S3.</b> Create inter-generational opportunities:</p> <ul style="list-style-type: none"> <li>• Explore the feasibility of a foster grandparent program.</li> <li>• Explore the feasibility of promoting inter-member babysitting.</li> </ul>	<p>• <i>Membership</i> · <i>Committee</i> • <i>Programs</i> <i>Committee</i></p>	<p><b>1</b></p>

**V3. We recognize and appreciate the diversity of thought and opinion among our community. We encourage respectful dialogue and communication among our members.**

<b>G1. Ensure that ours is a culture where all who contribute may feel comfortable expressing their opinion.</b>		
<b>S1.</b> Provide regular opportunities for respectful dialogue on topical issues, even if they may be controversial, through regular guided open forums.	<ul style="list-style-type: none"> <li>· <i>Programs Committee</i></li> <li>· <i>Adult Education</i></li> </ul>	<b>2</b>
<b>S2.</b> Facilitators of TBS discussions shall have skills in compassionate listening and respectful dialogue.	<ul style="list-style-type: none"> <li>· <i>Programs Committee</i></li> </ul>	<b>1</b>
<b>S3.</b> Demonstrate transparency in decision-making in the TBS community.	<ul style="list-style-type: none"> <li>· <i>Board</i></li> </ul>	<b>1</b>
<b>S4.</b> Make Board meetings more inviting to members. <ul style="list-style-type: none"> <li>• Add food to meetings—snacks, coffee, potluck.</li> <li>• Promote board meetings. Announce the week before in the announcements on the bima, with agenda ready.</li> <li>• Print agenda in the weekly e-digest before the meeting.</li> <li>• Anyone who wishes to speak on a subject must submit their name to the president and which topic they are discussing, and may speak for up to 3 minutes. Board members shall listen and not respond directly; executive sessions can be used for sensitive subjects.</li> <li>• A mid-year Board-community event, such as a Board cocktail hour or oneg, in addition to the annual dinner.</li> </ul>	<ul style="list-style-type: none"> <li>· <b><i>Executive Director</i></b></li> <li>· <i>Communications Committee</i></li> <li>· <i>Board President</i></li> <li>· <i>Membership Committee</i></li> </ul>	<b>1</b>

**V4. We each travel a unique spiritual path with our own understanding of God and spirituality as expressed in personal practice.**

<p><b>G1. Embrace the full diversity of TBS members by creating varying means of spiritual exploration within and outside traditional services.</b></p>		
<p><b>S1.</b> Bring more members into the Ritual Committee to support wider diversity of Temple practice.</p> <ul style="list-style-type: none"> <li>• The Ritual Committee/For will come up with a new, more welcoming name.</li> <li>• The Ritual Committee will explore alternate formats and locations for current and future services - for example outdoor services, summer series, meditations, etc.</li> <li>• Shabbat and Festival boot camps.</li> <li>• Introduction to Judaism class.</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Ritual Committee</i></li> <li>• <i>Clergy</i></li> </ul>	<p><b>2</b></p>
<p><b>S2.</b> Invite members to explore differing opportunities for regular spiritual practice.</p> <ul style="list-style-type: none"> <li>• Use Santa Fe's artistic resources of drama, music, dance, art, poetry and more to open up differing expressions of spirituality.</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Ritual Committee</i></li> <li>• <i>Programs Committee</i></li> </ul>	<p><b>3</b></p>
<p><b>S3.</b> Work with the Ritual Committee to generate and respond to members' suggestions on inserting rituals into current services:</p> <ul style="list-style-type: none"> <li>• Blessings for passing exams, children leaving home, etc.</li> <li>• Differing kavannot.</li> <li>• Encourage members to propose their own content to add to services.</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Ritual Committee</i></li> <li>• <i>Clergy</i></li> </ul>	<p><b>2</b></p>
<p><b>G2. Create space for public expression of differing authentic Jewish spiritual practices.</b></p>		
<p><b>S1.</b> Members giving sermons.</p>	<ul style="list-style-type: none"> <li>• <i>Clergy</i></li> </ul>	<p><b>1</b></p>
<p><b>S2.</b> Rabbi leading discussion sermons.</p>	<ul style="list-style-type: none"> <li>• <i>Clergy</i></li> </ul>	<p><b>2</b></p>
<p><b>S3.</b> Provide space and opportunities, including in the Bulletin and during services, for members to share a custom, teaching, or their spiritual journey.</p>	<ul style="list-style-type: none"> <li>• <i>Ritual Committee</i></li> <li>• <i>Clergy</i></li> </ul>	<p><b>3</b></p>

**Intentions and actions of how we relate to our wider community:**  
**tikkun olam**

**Value 5.**

**We recognize that Temple Beth Shalom is a place of profound healing.**

**Value 6.**

**We commit to ethics and fairness  
and to economic, social, and environmental justice.**

**Value 7.**

**We are called upon to fulfill mitzvot and tikkun olam.  
We work together to ensure  
our communities and neighborhoods thrive.**

**V5. We recognize that Temple Beth Shalom is a place of profound healing.**

<b>G1. Ensure the existence of Mitzvah Corps.</b>		
<b>S1.</b> Assess the purpose and operation of Mitzvah Corps.	• <i>Board</i> • <i>Clergy</i>	<b>1</b>
<b>S2.</b> Train members of the community as Mitzvah Corps develops.	• <i>Mitzvah Corps</i>	<b>2</b>
<b>G2. Develop a spiritual direction component.</b>		
<b>S1.</b> Identify current community members who have appropriate skills and training.	• <i>Clergy</i>	<b>3</b>
<b>S2.</b> Develop a training pathway for interested community members.	• <i>Clergy</i>	<b>3</b>
<b>G3. Make healing a more explicit part of prayer.</b>		
<b>S1.</b> Include kavvanot of healing in the prayer services, or create services with specific healing focus.	• <i>Clergy</i>	<b>1</b>
<b>G4. Acknowledge the importance and existence of mental health issues in our community.</b>		
<b>S1.</b> Provide easy and clear pathways to access assistance.	• <i>Clergy</i> • <i>Communications Committee</i>	<b>1</b>
<b>S2.</b> Education programs on mental health issues.	• <i>Education Committee</i> • <i>Programs Committee</i>	<b>2</b>

**V6. We commit to ethics and fairness and to economic, social, and environmental justice.**

<p><b>G1.</b> Conduct the internal and external business of the Temple in an ethical manner, in accordance with the principles of economic, social, and environmental justice, maintaining at all times the dignity of those we encounter in our daily and business relationships.</p>		
<p><b>S1.</b> Ongoing training for current and new staff (e.g. sexual harassment, diversity, ethics, etc.).</p>	<p>· <i>VP Administration</i> · <i>Executive Director</i></p>	<p><b>1</b></p>
<p><b>G2.</b> Strengthen our community’s awareness of and connection with the Jewish teachings that are our understanding of the basis for these values.</p>		
<p><b>S1.</b> Clergy will create a statement for the Temple to show how the values of ethics, fairness, justice and the dignity and worth of every human being are sourced in Jewish tradition, teachings, and our understanding of Judaism.</p>	<p>· <i>Clergy</i></p>	<p><b>1</b></p>

**V7. We are called upon to fulfill mitzvot and tikkun olam. We work together to ensure our communities and neighborhoods thrive.**

<b>G1. Restructure and re-energize Social Justice at TBS to promote balance between personal and shared communal action.</b>		
<b>S1.</b> Assess staffing and supervision of Social Justice.	<ul style="list-style-type: none"> <li>• VP Administration</li> <li>• Clergy</li> </ul>	<b>1</b>
<b>S2.</b> Assess involvement at Pete’s Place and current projects.	<ul style="list-style-type: none"> <li>• <b>Community Coordinator</b></li> <li>• Board</li> <li>• Clergy</li> <li>• VP Programming</li> </ul>	<b>2</b>
<b>S3.</b> Consider other potential opportunities for TBS Social Justice initiatives to serve the larger local communities, including tutoring, supporting local businesses and public schools.	<ul style="list-style-type: none"> <li>• <b>Community Coordinator</b></li> <li>• Mitzvah Corps</li> <li>• Social Justice Committee</li> </ul>	<b>2</b>
<b>S4.</b> Connect Social Justice projects with the calendar in terms of specific days, week or month of action, e.g. Mitzvah Day, Earth Day, Community Service Day.	<ul style="list-style-type: none"> <li>• <b>Community Coordinator</b> with relevant Committees and Administration</li> </ul>	<b>2</b>
<b>S5.</b> Increase Social Justice messaging and engagement throughout the TBS community.	<ul style="list-style-type: none"> <li>• <b>Communications Committee</b></li> <li>• Community Coordinator</li> <li>• Clergy</li> </ul>	<b>2</b>
<b>G2. Encourage multiple opportunities for participation that contributes in a meaningful way to our greater community.</b>		
<b>S1.</b> Acknowledge and share members’ contributions to community, social, and economic justice initiatives.	<ul style="list-style-type: none"> <li>• <b>Membership Committee</b></li> <li>• Programs Committee</li> <li>• Community Coordinator</li> </ul>	<b>2</b>
<b>S2.</b> Have information regarding organizational and individual volunteer opportunities available at all Temple events and services.	<ul style="list-style-type: none"> <li>• Community Coordinator</li> </ul>	<b>2</b>



<p><b>S3.</b> Ensure that part of Social Justice work connects with Jewish communities facing challenges around the world.</p>	<ul style="list-style-type: none"> <li>• <i>Social Justice Committee</i></li> <li>• <i>Israel Committee</i></li> <li>• <i>Clergy</i></li> </ul>	<p><b>3</b></p>
<p><b>S4.</b> Annual Community Mitzvah Fair: tables with different organizations that community members work or volunteer with to showcase all TBS and individual service efforts.</p>	<ul style="list-style-type: none"> <li>• <i>Social Justice Committee</i></li> <li>• <i>Programs Committee</i></li> </ul>	<p><b>4</b></p>
<p><b>G3.</b> Validate and encourage social action as a spiritual path, and as an expression of Jewish identity.</p>		
<p><b>S1.</b> Task Social Justice Committee to create a statement regarding the Jewish imperative to pursue justice, inviting members to include social justice as part of Jewish living.</p>	<ul style="list-style-type: none"> <li>• <i>Social Justice Committee</i></li> <li>• <i>Clergy</i></li> </ul>	<p><b>1</b></p>

## **Intentions and actions of teaching and learning**

### **Value 8.**

**We are a people of the book  
and encourage the centrality of study of ancient and contemporary texts  
throughout the lives of our members.**

### **Value 9.**

**We value and encourage the role of music  
as an essential aspect of historic and contemporary Judaic practice,  
spirituality, and celebration.**

**V8. We are a people of the book and encourage the centrality of study of ancient and contemporary texts throughout the lives of our members.**

<b>G1. Task the Director of Education to create a Continuing Education curriculum that offers a range of learning opportunities that are accessible to a variety of learning levels and styles through a variety of media.</b>		
<b>S1.</b> Assess current educational offerings (e.g. Torah breakfasts, Foundations of Judaism).	· Cantor/Educator · <b>Education Committee</b> · Board · Clergy	<b>1</b>
<b>S2.</b> Task the Education Committee with evaluating and ensuring differing modes of learning to accommodate different levels and styles of learning.	· Cantor/Educator · Board	<b>1</b>
<b>G2. Make the Temple library more accessible to members.</b>		
<b>S1.</b> Electronically catalog the main and children’s libraries.	· Education Committee	<b>3</b>
<b>S2.</b> Align the book selections to the educational goals of the community.	· Education Committee	<b>4</b>
<b>S3.</b> Evaluate the locations of the libraries.	· Education Committee · Executive Director · Bldg. & Grnds Comm.	<b>4</b>
<b>G3. Provide explanation and context throughout services.</b>		
<b>S1.</b> Develop a pamphlet/document/book that explains the different aspects of services.	· Clergy	<b>4</b>
<b>G4. Help members create their own Jewish libraries at home.</b>		
<b>S1.</b> Book recommendations regularly published in the Bulletin.	· Education Committee	<b>1</b>
<b>S2.</b> Regular book study sessions, based on readily available books, conducted by The Scholar in Residence and members of the community.	· Clergy	<b>1</b>

**V9. We value and encourage the role of music as an essential aspect of historic and contemporary Judaic practice, spirituality, and celebration.**

<b>G1. Ensure strong musical support for regular services.</b>		
<b>S1.</b> Cantor/Educator will coordinate all music activities.	• <i>Cantor/Educator</i> • <i>Programs Committee</i>	<b>1</b>
<b>S2.</b> Musical instruments shall accompany religious services whenever appropriate.	• <i>Cantor/Educator</i>	<b>3</b>
<b>S3.</b> Musical ability shall be an important consideration in hiring.	• <i>Board</i>	<b>1</b>
<b>G2. Create a comprehensive music program for spirituality and celebration.</b>		
<b>S1.</b> Integrate a music education component throughout educational programs.	• <i>Cantor/Educator</i>	<b>3</b>
<b>S2.</b> Create several services during the year wherein specifically chosen music with a volunteer choir is the central aspect of the service.	• <i>Cantor/Educator</i>	<b>3</b>
<b>S3.</b> Secure funding for at least one or two concerts a year bringing in outside musical talent.	• <i>Cantor/Educator</i> • <i>Programs Committee</i>	<b>3</b>

## **Intentions and actions of interconnectedness**

### **Value 10.**

**We foster an ever-deepening affiliation with Jews  
across the boundaries of territory, time, and tradition.  
We particularly acknowledge the developing historic, religious,  
and cultural importance of Eretz Yisrael.**

### **Value 11.**

**We recognize our deep connection with other communities of faith  
in Santa Fe.**

### **Value 12.**

**We provide opportunities to develop friendships  
and meaningful connections  
for members in our community.**

**V10. We foster an ever-deepening affiliation with Jews across the boundaries of territory, time, and tradition. We particularly acknowledge the developing historic, religious, and cultural importance of Eretz Yisrael.**

<b>G1. Educate the community in the practices of other Jewish communities of differing observances and locations.</b>		
<b>S1.</b> Bring guest persons and/or programs from other communities.	• <i>Programs Committee</i> • <i>Clergy</i>	<b>3</b>
<b>S2.</b> Create programming with other Jewish communities in Santa Fe and New Mexico.	• <i>Community Coordinator</i> • <i>Clergy</i>	<b>2</b>
<b>G2. Create and maintain strong interactions with Jewish organizations and communities outside of Santa Fe.</b>		
<b>S1.</b> Create and maintain mutual twinning relationships with other Jewish communities around the world.	• <i>Education Committee</i> • <i>Community Coordinator</i>	<b>4</b>
<b>G3. Form a diverse and sensitive communal response to the cultural centrality of Eretz Yisrael.</b>		
<b>S1.</b> Form an Israel Committee to design a wide-ranging curriculum of experiences about Israel, including, but not limited to: <ul style="list-style-type: none"> <li>• Education about projects of peace among Israel and neighbors;</li> <li>• Presentations on Israel past and present;</li> <li>• Programs about Israel's security needs;</li> <li>• Sensory experiences such as food-tasting or dance; and ritual observances;</li> <li>• Create an Israel Dialogue Group for members who want to discuss Israel.</li> </ul>	• <i>Board</i>	<b>2</b>
<b>S2.</b> Ensure that we have a relationship with at least one twinned community in Israel.	• <i>Israel Committee</i>	<b>3</b>
<b>S3.</b> Plan a TBS Israel trip.	• <i>Israel Committee</i>	<b>4</b>

**V11. We recognize our deep connection with other communities of faith in Santa Fe.**

<p><b>G1. Demonstrate interfaith support and joy in diversity by maintaining and promoting interfaith community programs and interactions.</b></p>		
<p><b>S1.</b> Create an Interfaith Committee within TBS to assist the Interfaith Leadership Alliance in their work and to promote ILA work within our community.</p>	<p>· <i>Board</i></p>	<p><b>4</b></p>
<p><b>S2.</b> Expand the variety and regularity of interfaith events (spiritual, educational, social) both on-site and with other local faith communities.</p>	<p>· <b><i>Interfaith Committee</i></b> · <i>Social Justice Committee</i></p>	<p><b>3</b></p>
<p><b>S3.</b> Explore interfaith music services.</p>	<p>· <i>Clergy</i> · <i>Interfaith Committee</i></p>	<p><b>3</b></p>

**V12. We provide opportunities to develop friendships and meaningful connections for members in our community.**

<b>G1. Provide opportunities for direct interaction among members.</b>		
<p><b>S1.</b> Task the Membership Committee to establish a Social Activities Sub-Committee specifically tasked to:</p> <ul style="list-style-type: none"> <li>• Compile information on what kind of TBS social gatherings members might be interested in.</li> <li>• Create secular social events on- and off-site. On-site activities might include pre-Kabbalat Shabbat Wine and Cheese socials, pot-luck dinners, davening and dining. Off-site activities might include coffees, movies, dinners, outings, book clubs, wine-tastings, cooking lessons.</li> <li>• Develop a regular calendar for social events.</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Board</i></li> <li>• <i>Membership Committee</i></li> <li>• <i>Membership Engagement Coordinator</i></li> <li>• <b>Community Coordinator</b></li> </ul>	<b>1</b>
<p><b>S2.</b> Create opportunities for congregational chavurot.</p>	<ul style="list-style-type: none"> <li>• <i>Clergy</i></li> <li>• <i>Membership Engagement Coordinator</i></li> </ul>	<b>3</b>
<p><b>S3.</b> Seek ways to increase intergenerational relationships.</p>	<ul style="list-style-type: none"> <li>• <i>Membership Engagement Coordinator</i></li> </ul>	<b>3</b>
<p><b>S4.</b> Ensure specific opportunities for member interaction at TBS experiences.</p>	<ul style="list-style-type: none"> <li>• <i>Membership Engagement Coordinator</i></li> </ul>	<b>2</b>
<p><b>S5.</b> Create and appropriately use a database of potential offerings from members to other members (e.g. challah baking, computer assistance).</p>	<ul style="list-style-type: none"> <li>• <i>Membership Engagement Coordinator</i></li> </ul>	<b>3</b>
<p><b>S6.</b> Create a Baderech program which matches people currently in the process of conversion to Judaism to members of the congregation who have previously converted.</p>	<ul style="list-style-type: none"> <li>• <b>Clergy</b></li> <li>• <i>Membership Engagement Coordinator</i></li> </ul>	<b>1</b>
<b>G2. Create a TBS History.</b>		
<p><b>S1.</b> Interview members.</p>	<ul style="list-style-type: none"> <li>• <i>TBS History Committee</i></li> </ul>	<b>2</b>
<p><b>S2.</b> Hold public history-sharing sessions.</p>	<ul style="list-style-type: none"> <li>• <i>TBS History Committee</i></li> </ul>	<b>3</b>



## **Intention and action toward sustainable legacy**

### **Value 13.**

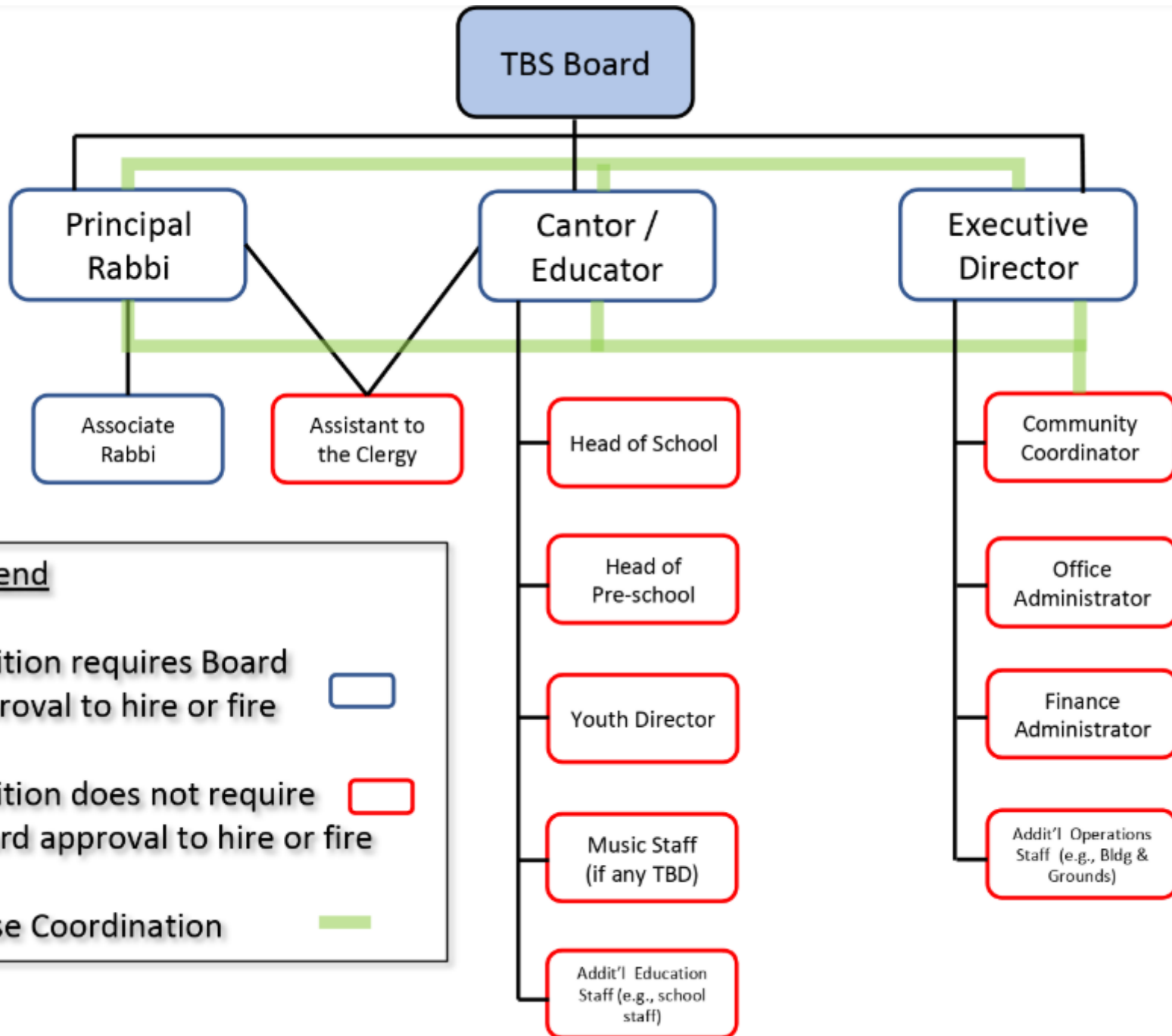
**The TBS Board of Trustees recognizes its role as stewards of the community as it works to maintain and develop a self-sustaining organizational and financial structure that can fulfill the values stated above.**

**V13. The TBS Board of Trustees recognizes its role as stewards of the community as it works to maintain and develop a self-sustaining organizational and financial structure that can fulfill the values stated above.**

<b>G1. Create and develop appropriate models of partnership with all staff, particularly the Clergy and Executive Director.</b>		
<b>S1.</b> Ensure appropriate supervision of all staff.	· <i>Personnel Committee</i>	<b>1</b>
<b>S2.</b> Clarify how decisions are made between the Board and senior staff.	· <i>Executive Committee</i>	<b>2</b>
<b>S3.</b> The Board shall create opportunities for staff members to provide input regarding staffing, responsibilities, and programming.	· <i>Executive Committee</i>	<b>1</b>
<b>G2. Create a sustainable financial situation for the community.</b>		
<b>S1.</b> Ensure an annual appraisal of all grant opportunities.	· <i>Development Committee</i>	<b>2</b>
<b>S2.</b> Reassess how Building Fund Pledges are raised, collected, and used.	· <i>Executive Committee</i>	<b>2</b>
<b>S3.</b> Ensure that the creation of dues structures and obligations, as well as release from those obligations, follow a consistent, compassionate, and ethical process.	· <i>Board</i>	<b>2</b>
<b>S4.</b> Ensure that fundraising is completed according to the current budget.	· <i>Development Committee</i>	<b>2</b>
<b>S5.</b> Ensure that fundraising events involve Temple and non-Temple members. <ul style="list-style-type: none"> <li>· The Finance committee will work in conjunction with the Development committee to propose realistic numbers as well as concrete fundraising plans, with regular reports to the board.</li> </ul>	· <b>Development Comm.</b> · <i>Finance Committee</i> · <i>Community Coordinator</i>	<b>1</b>
<b>S6.</b> Task the Development Committee to create, coordinate, and implement a comprehensive revenue plan based on all the above goals and strategies for the coming financial year.	· <i>Board</i> · <b>Development Committee</b> · <i>Finance Committee</i>	<b>1</b>

<b>S7.</b> Present the revenue plan to the Finance Committee before each budgeting process.	· <i>Development Committee</i>	<b>2</b>
<b>S8.</b> Ensure that every Board agenda furthers the action plan.	· <i>Executive Committee</i>	<b>1</b>
<b>S9.</b> Work with all staff and Board members to create a budget that avoids crisis months.	· <i>Finance Committee</i>	<b>1</b>
<b>G3.</b> Strengthen the bonds between Board members and constituents.		
<b>S1.</b> Create more opportunities for Board members to interact with members other than just as Greeters, such as dinners with Board members.	· <i>Executive Committee</i> · <i>Membership Committee</i>	<b>3</b>

**TBS Organizational Chart**



**Legend**

Position requires Board approval to hire or fire

Position does not require Board approval to hire or fire

Close Coordination

Appendix B

**Committee Structure**

*Communication – Collaboration – Coordination*

<b><i>COMMITTEE</i></b>	<b><i>Staff Liaison(s)</i></b>	<b><i>Board Liaison</i></b>
<b>Building and Grounds</b>	<b>Executive Director</b>	<b>VP Administration</b>
<b>Communications</b>	<b>Office Administrator Ass't to Clergy</b>	<b>Trustee chair</b>
<b>Development</b>	<b>Executive Director</b>	<b>Treasurer</b>
<b>Education</b>	<b>Cantor/Educator Youth Director Pre-School Director</b>	<b>VP Education</b>
<b>Finance</b>	<b>Executive Director</b>	<b>Treasurer</b>
<b>History [<i>*new*</i>]</b>	<b>Clergy</b>	<b>Trustee [<i>tbd</i>]</b>
<b>Inclusion [<i>*new*</i>]</b>	<b>Community Coordinator</b>	<b>Trustee [<i>tbd</i>]</b>
<b>Interfaith [<i>*new*</i>]</b>	<b>Community Coordinator</b>	<b>Trustee [<i>tbd</i>]</b>
<b>Israel [<i>*new*</i>]</b>	<b>Clergy</b>	<b>Trustee [<i>tbd</i>]</b>
<b>Membership</b>	<b>Community Coordinator</b>	<b>VP Administration</b>
<b>Mitzvah Corps</b>	<b>Clergy Ass't to Clergy</b>	<b>VP Programs</b>
<b>Personnel</b>	<b>Executive Director</b>	<b>Legal Counsel</b>
<b>Programs</b>	<b>Executive Director Office Administrator Community Coordinator</b>	<b>VP Programs</b>
<b>Ritual</b>	<b>Clergy Ass't to Clergy</b>	<b>VP Programs</b>
<b>Security</b>	<b>Executive Director</b>	<b>VP Administration</b>
<b>Social Justice</b>	<b>Community Coordinator</b>	<b>VP Programs</b>