

The KOL HALEV VALUES:

A learning community spanning and bridging generations

A participatory community committed to open and democratic decision making grounded in Jewish traditions and contemporary perspectives

A welcoming community embracing a diversity of life experiences and Jewish journeys

A warm, caring community nurturing connection and support among its members

A vibrant spiritual community celebrating and cultivating self expression and holiness in the rhythms of Jewish life

An involved community dedicated to Israel, Reconstructionist Judaism and repairing the world

The KOL HALEV VISION:

A sacred Jewish community that celebrates the Divine, builds meaningful human connections and repairs the world.

The KOL HALEV MISSION:

Kol HaLev is a vibrant Reconstructionist Jewish community dedicated to the continuity and evolution of our people and tradition.

We are a welcoming and caring community that embraces a diversity of life experiences and Jewish journeys and fosters connections, communication and support among our members.

We are a spiritual community celebrating and cultivating self-expression and holiness in the rhythms of Jewish life through thoughtful rituals, meaningful religious services and joyful celebrations.

We are a learning community providing creative and engaging Jewish educational experiences encompassing youth, adult and intergenerational programming.

We are an informed and involved community, serving the needs of both our members and broader society, dedicated to Israel, Reconstructionist Judaism, and repairing the world (tikkun olam).

We are a fiscally responsible and participatory community, sustained by our members' financial commitments, voluntary efforts and involvement in our open, democratic decision-making process.

Brand Descriptors *that meaningfully sum up Kol HaLev's Unique Value Propositions*

Mindful

Member benefit of Kol HaLev's mindfulness:

- Focuses attention and intention, grounds us
- Honors simple presence as well as active contribution
- Acknowledges choice
- Allows for wrestling, adds meaning and insight
- Intellectually, socially, emotionally, and philosophically stimulating
- Kindness, understanding, compassion
- Clear with boundaries
- Aware of needs and truths of all parties and of the changing terrain; lots of active listening going on!
- Not ego-driven; non-judgmental; we can be ourselves
- Frees and vests simultaneously
- Devoted to wellness
- Opens the heart, opens participants to God's presence in the world
- Stimulates and engages the whole person, and the community as whole, intellectually, spiritually, emotionally, organizationally, financially, etc.
- Respects where people are but also takes them where they want to go
- Synaptic
- Relationships, activities and participation not driven merely by obligation
- Participants can be / feel "known:" there is an energetic awareness of that which individuals bring to the community (see Co-creative)
- "Sh'ma Consciousness" is deeply respectful, inclusive, welcoming, open

Abundant

Member benefit of Kol HaLev's abundance:

- Multi-faceted
- Plenty of experiences, perspectives, opportunities, programming, celebration, joy, and space for each individual to become him/herself
- Expands and deepens perspective, capacity, relationships, joy, practice, experience, opportunities
- Celebrates everything! Says YES
- Appreciates both the simplicity and the complexity
- Comforts, nourishes, has room for everyone and their ideas
- Surprises, delights, seasons/flavors
- Enough for all who seek us; a sense of fullness abounds
- Offers substance, and substantiveness
- Nurturing
- Generous
- Ripe; ready to grow with you

Brand Descriptors *that meaningfully sum up Kol HaLev's Unique Value Propositions*

Spirited

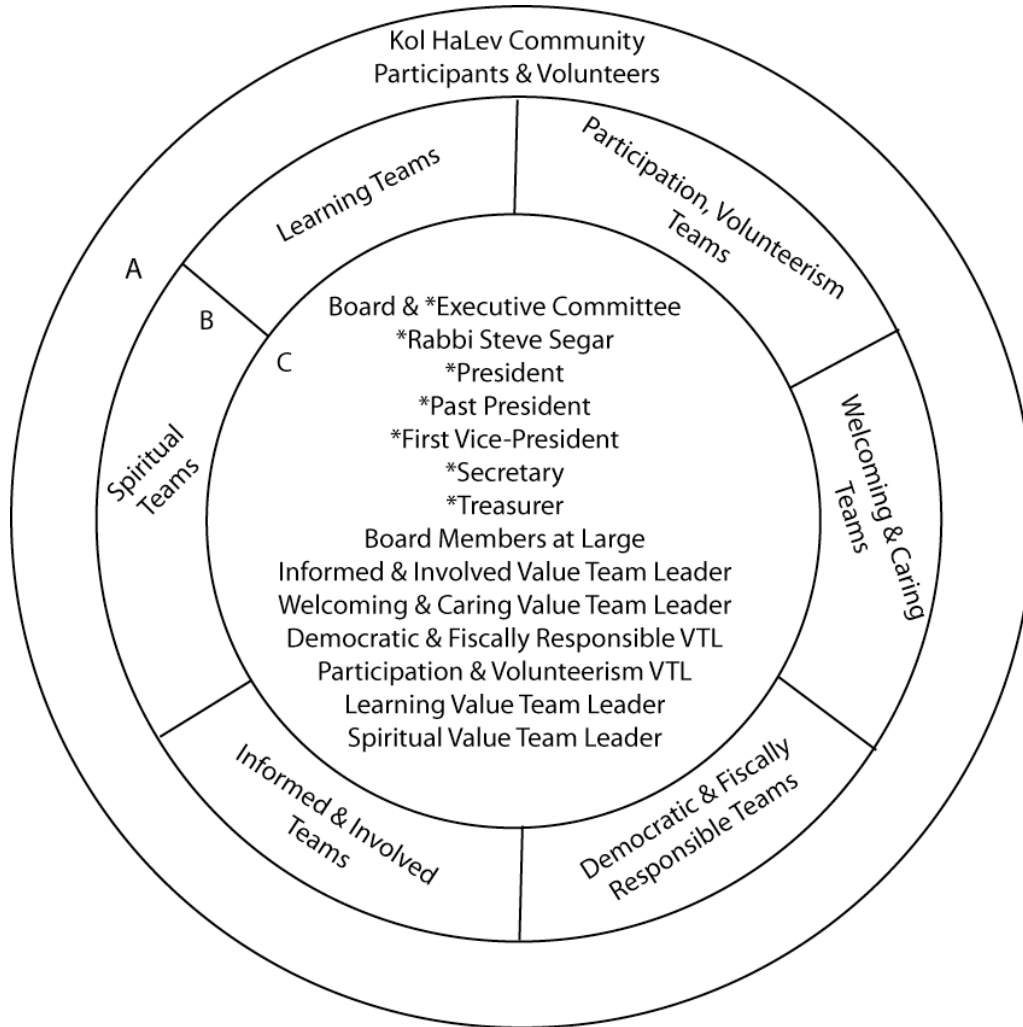
Member benefit of Kol HaLev's spiritedness:

- Energetic and energizing
- Creates opportunities for adventure, self-expression
- High level of joy possible
- Infuses delight in our heritage, welcomes both thoughtful and exuberant response
- Revitalizes: Intrinsic nature is attentive, alive, vital, resilient, expressive, poignant, replete, "full of the spirit"

Co-Creative

Member benefit of Kol HaLev's co-creativity:

- Redefines people's relationships with themselves and their community; makes holy
- Organic on many levels, including the organizational structure and participants' relationship to the Rabbi; allows exploration, encourages and promotes growth and maturation, human and community needs get expressed and met
- Opens participants to accessing/experiencing tradition/each other in innovative ways; everyone can bring their best selves, raise their own game, and open themselves to new ways of thinking about themselves in the world
- Encourages both participation and responsibility/accountability
- Empowers, frees, inspires, motivates, enriches, deepens, connects
- Adds to public and individual knowledge base, resources, opportunities
- Personalizes big ideas
- Encourages, supports, and affirms with compassion
- Imbues strong sense of belonging, mutuality
- Enables everyone to have an impact
- May reduce or eliminate fear and loneliness
- Adds definition and dimension to life, makes all things seem possible
- Sanctifies choice as well as responsibility, honors contribution
- Celebrates the individual and the group, adds and amplifies joy
- Shares the best of what is
- Affords an opportunity to make the world you live in (micro and macro), and take both pride and responsibility for



- A. Kol HaLev Community enrolled to participate in areas of Values Teams and then to specific tasks, committees and leadership roles
- B. Values Teams are comprised of existing committees/task forces (flexibility key)
 - Values Teams to meet 2-4 times/year to additional ad-hoc basis (flexibility key)
 - Committees/task forces meet monthly to as-needed basis (flexibility key)
 - Values Team Leaders (VTLs), meet bi-monthly to as needed basis. VTL meetings are attended by VTLs, Rabbi Steve and President. Founding Rabbi will act as Process Observer.
 - i. Quarterly rotating chair and secretaries. Chairs set agenda. Secretary keeps high-level notes. Maximum use of new website for communication.
- C. Kol HaLev Board and Executive Committee meet monthly
 - Executive Committee comprised of President, Past President, First Vice President, one Values Team Leader, Secretary, Treasurer, Rabbi Steve.
 - Values Team Leaders are all Board Members
 - Board accountable committees are: strategic planning, finance, Rabbi liaison nominating, Ratner liaison.

Basic Definitions

- Exec Committee - sets agenda for board, does prep work on specific issues prior to board interaction, can approve up to \$300
- Board - strategy (strategic plan), policy, organizational effectiveness, future thinking, fiscal responsibility. Each Values Team presents to board twice per year.
- Values Team Leaders are all Vice Presidents - coordinate thinking and activity between different values teams, and committees, manage/oversee process of translating strategy and policy into operational reality, measure effectiveness of programming
- Committees/Task Teams - manage execution of tasks and add input into discovering new strategies/ideas
- Kol HaLev Community- provides the volunteers and participants for various tasks and leadership roles

Values Teams 2014-15

(Committee leader list being updated at upcoming Values Team Leader meeting 6/16/14)

Welcoming, Caring & Communicating

Values Team Leader: Lila Hanft

Committees:

- Hesed
- Hevre Kadisha
- Security
- Newsletter
- Weekly Update
- Website
- Marketing/PR
- Technology

Spiritual

Values Team Leader: Bill Marcus

Committees:

- Religious Practices
- Holidays
- Mindful Judaism / Meditation
- Music

Learning

Values Team Leaders: Leah Kamionkowski & Glenda Kupersmith-Kopstein

Committees:

- Youth & Family Education
- Adult Education
- Young Families/Tot Shabbat
- Childcare
- Torah Study
- Book Group
- Lunch and Learn

Informed & Involved

Values Team Leader: Karly Whitaker

Committees:

- Environmental Sustainability
- Reconstructionist Rabbinical College Liaison
- Israel Dialogue
- Greater Cleveland Congregations
- Interfaith Hospitality Network
- Tikkun Olam

Democratic & Fiscally Responsible

Values Team Leader: Margaret Cohen

Committees:

- Cemetery
- FundRaising
- Mock Trial

Participatory

Values Team Leader: Miriam Geronimus

Committees:

- Membership
- Greeters
- Kiddush
- High Holy Days (jointly with other Values Teams)
- Women's Group
- Men's Group
- Leadership Development
- Interfaith Families

Board-accountable Committees

- Finance
- Ratner Liaison
- Rabbi Liaison / Rabbi Support Task Force
- Strategic Planning
- Nominating

The following strategic detail needs updating to realign various committees under the proper teams as discussed at the 2013 summer board work day, as listed above. Please keep in mind as you read that the strategic plan is a living document, and that individual Values Areas can help bring clarity to the community's work by focusing programmatic initiatives to meet strategic goals. The board will work to flesh out further strategic detail as a group at their next work day (TBD.) Annotated 6/8/14.

WELCOMING & CARING: COMMITTEES, TEAMS & TASKS

Hesed Committee

Purpose: To provide support to members who are experiencing any type of hardship (e.g., death of a loved one, illness).

1. Work with the Rabbi to provide the necessary support. Continual communication with the Rabbi on status of event or issue
2. Contact person in need to get specific information on what is needed
3. Enlist help from members
4. Keep track of process and who is doing what
5. Keep in contact with people in need so that they do not feel overwhelmed with response, try to field calls and orchestrate the process so the person in need is not overburdened
6. Thank those who assisted
7. During Paasover, assist those who need a place for a seder—make matches; this is done as needed for the high holidays also

Greeter/Sadran Coordinator

Coordinate staffing and training of Kol HaLev Greeters/Sadranim

Newsletter Editor

Qualifications:

- Comfortable using email, word processing and web-based content-email program such as MailChimp
- Attention to detail (spelling, grammar)

Duties:

The editor is only responsible for compiling articles that are submitted by the Rabbi, the Board president and other members who have news to share about Kol HaLev events. The editor then does the layout of the newsletter in a web-based program such as MailChimp. Occasionally the editor may be asked for “filler” if there is extra space in an issue. This can be news taken from the JRF website or other news of interest, or it may be an informational article written by the editor on a topic such as Jewish customs, history or holiday observances.

The editor is a clearinghouse through which information is funneled. The editor is responsible for composing the headlines and deciding what articles get priority (placed on the front page). It is also helpful to check for consistency between the monthly calendar and information in the articles. The calendar is compiled by the office manager and added on the last page of each issue.

The editor may need to be a nudge to get articles submitted on time. Deadline for submission is ideally the 15th of each month, in order for there to be time for editing the articles, for the office manager to do layout and send the final draft to the proofreader, and then for printing and mailing at the end of the month. The editor should consult early each month with the office manager to determine the last possible date for submitting the edited files. There needs to be some flexibility based on when the board meeting occurs and any holidays that month.

Weekly Update Editor

Responsible for collating and distributing the weekly update email via MailChimp

Usher Coordinator

Coordinates staffing and training of Kol HaLev Usher Corps

Website

Marketing/PR

WELCOMING & CARING STRATEGIC PLAN

Our Goal: Create a welcoming and caring community that is mindful and supportive of our members' and the community's needs, encourages and empowers participation, creates opportunities for joy and increases connections with each other and the Divine.

Existing Committees/Task Forces: Communication/Newsletter, Hesed, Security/Safety, Ushers, Greeters, Kiddush

☒☒ Objective 1: Strengthen Kol HaLev's welcoming climate

- **Strategy 1: Create a network of small affinity groups that are fluid and welcoming.**
 - Tactic 1: Share Shabbat Dinners
 - Tactic 2: Create an Interfaith Couples group and programming
 - Tactic 3: Create musical group(s)
- **Strategy 2: Have specific activities that welcome New Members and Potential Members**
 - Tactic 1: Have Tishre Member and New Member Brunches
- **Strategy 3: Establish service connectors on Shabbat, members who welcome newer members and guests.**
 - Tactic 1: Create greeters from the Board and Membership Committee in services
- **Strategy 4: Appreciate Individuals and families (member households) in Kol HaLev for volunteerism, tikkun olam projects in a manner that is respectful and does not elevate people or groups over another.**
 - Look on listserve of JRF congregational Presidents to see how different congregations have done this.
- **Strategy 5: Follow up with new members on an ongoing basis to ensure they are included and feel welcomed and at home within Kol HaLev**
 - Tactics TBD
- **Strategy 6: Promote Intergenerational Activities and Connections**
 - Tactics TBD

☒☒ Objective 2: Create a climate of loving kindness (hesed) within Kol HaLev

- **Strategy 1: Create a culture where Kol HaLev members who have specific needs readily share that information with Kol HaLev.**
 - Tactics TBD
- **Strategy 2: Create a culture where Kol HaLev members readily move into action to provide services to members with needs.**
 - Tactics TBD
- **Strategy 3: Create a cadre of members who visit the sick**
 - Tactics TBD

☒☒ Objective 3: Create and sustain an environment of security and safety for our community events

- **Strategy 1: Form a Security/Safety Task force**
 - Tactic 1: Partner with Ratner in understanding their security procedures
 - Tactic 2: Maintain Greeter corps as member obligation, define role of door and chapel greeter with written document
 - Tactic 3: Re-energize Usher corps focused on safety/security, possibly combine with Greeter corps as member obligation

☒☒ Objective 4: Improve Kol HaLev internal and external communications

- **Strategy 1: Adopt and adhere to communications guidelines**
 - Tactic 1: Publish communications guidelines document that reinforces accountability, follow up, respect, empowerment, balances inreach and outreach and meets members' individual needs as well as Kol HaLev organizational needs (e.g. committees)

SPIRITUAL: COMMITTEES, TEAMS & TASKS

Religious Practices

- Service Coordinator – Find service leaders for the services that will be co led by Rabbi Steve and led by more experienced service leaders on days without Rabbi Steve. On services co led by, he lends musical support for the service and leads the Torah service
 - Service Leaders – Prepare service for Kabbalat service, Shabbat service, Tish B'Av, Selichot or various services held for the High Holy Days. This includes a short Devar Torah for services that include Torah readings
- Shabbat morning Torah Study Coordinator – Find members who will lead Torah study on the 1st and 3rd Shabbat of each month
- Torah Reader Coordinator – Find Torah readers for Torah Services
 - Torah Readers – Prepare Torah reading. Assistance is available from a variety of individuals, including Rabbi Steve
- Selection of Hagbah and Gelilah (Torah lifter and coverer) for each Torah service
- High Holy Day Service coordinators – work with Rabbi Steve to find service leaders, Torah readers, musicians for Kol Nidre, Haftorah readers, speakers, maps for Tashlich service, moving Mahzorim from storage to the service area and then back down
 - High Holy Day setup and breakdown of ark for each of the services
 - High Holy Day setup of sound system

Mindful Judaism Group / Meditation – Self sufficient; meets in a member's home

Music Committee

- Development of song book(s) – 1) Fake book style for majority of congregants; 2) Music sheet compilation for musicians
- Development of a database of available sheet music that members and staff have and can share
- Musical support – Work with service leader to provide music during services
- Leader of choral group for learning harmonies to melodies that are frequently used
- Choral group members – practice harmonies, but “performance” will be in place during the services
- Kol Nidre musicians – choice of songs and preparation
- Working with the Youth and Family Ed. committee to provide music for the Hagiga program and holiday intergenerational programs

Holiday Committee

Coordinators prepare young family (with children younger than 6 years old) and intergenerational programs for Rosh Hashanah, Sukkot, Simchat Torah, Hanukkah, Purim, Pesach and Shavuot working with Robyn Novick.

SPIRITUAL, STRATEGIC PLAN

•**Goal** : Create a vibrant spiritual community celebrating and cultivating self-expression and holiness in the rhythms of Jewish life.

- Objective: Meaningful Shabbatot are mindful, abundant, spirited and co-creative, involving multiple members on multiple levels with opportunities for engagement and leadership
 - Tactics:
 - Acoustical improvement of the chapel
 - Active Participation in service leadership, Torah study, Torah readings, music
- Objective: Meaningful and Joyful Celebrations and Observances
 - Tactics:
 - Bnai Mitzvah, both young teens and adult, shiva minyanim, brit milah, baby naming, wedding
 - Special life milestones such as car mitzvah, eldering, special anniversaries and life events
- Objective: Meaningful Holidays with enthusiastic participation
 - Tactics:
 - Involve multigenerations in planning and in activities – with YFE
 - Yizkor services
- Objective: Engage and Support individuals throughout their Jewish life
 - Strategy: Plan for continuity from other celebrations such as Bnai Mitzvah
 - Tactics:
 - Development of Torah leyners
 - Development of Service leaders
 - Development of music artistic expression
 - Development of Torah Study – with adult ed
 - Mindful Judaism
 - Wrestling with Prayer group – with adult ed
 - Jewish Family Ritual sharing – with Hagiga

LEARNING: COMMITTEES, TEAMS & TASKS

Youth & Family Education (YFE)

This Committee is concerned with topics related to the Hagiga Program and Noar Hadash Youth Groups. The Committee is also concerned with youth programming for intergenerational programs. It can also provide youth education programs within a larger program, such as at the high holidays or on the community retreat.

Committee functions:

- Act as sounding board, and offer feedback, for the Rabbi, education director and whoever needs us on youth/family education issues, program plans and products
- Communicate with families and congregants on YFE issues, including receiving and soliciting feedback, and being advocates for the Hagiga program and the youth groups
- Set calendar for YFE
- Recommend budget for YFE, in conjunction with the Board and other committees; advise the Board on tuition
- Participate in any formal evaluations of the YFE programs
- Recommend needed policy statements, and adjustments to program and policy, including the vision statement and goals, to the Board for consideration
- Provide, and provide for, volunteer support for the education director & madrichim.

Committee chair

- Lead the process of reviewing strategies and tactics to maintain and improve Hagiga and youth programs (as set out in the Strategic Plan)
- Set agenda for and lead committee meetings
- Support team members who take on various tasks and ensure completion of tasks
- Recruit Kol HaLev members to participate on committee or take on specific tasks
- Ensure relevant information is posted to Kol HaLev website
- Report periodically to the Values Team and Kol HaLev Board
- Find new chair upon completion of term

Committee and task group members

Participate in meetings discussing the strategies and tactics of the Strategic Plan

Assume responsibility for one or more tasks

- Minutes
- Communications to community about Hagiga
- Assist education director in planning, administrative tasks, or special programs
- Snack for Shabbat mornings
- Bar/Bat Mitzvah liaison & checklist
- Paperwork team
- RSVP team
- Intergenerational programming team
- Z'man ruach team
- T'filah team
- Babysitting team
- Lining up madrichim

LEARNING: COMMITTEES, TEAMS & TASKS

- Setting up schedule
- Writing up program for packet
- Lining up service leaders for high holidays
- Childcare support

Additional ways to participate:

- Madrichim – volunteer teachers in Hagiga
- Sharing a particular expertise on a one-time basis with a class
- Family education programs – planning and implementing
- Youth group coordinators
- Intergenerational programming
- Children’s programming at other events (e.g. High Holy Days)

Adult Education

Purpose is to maintain and improve high-quality adult learning programs. This committee does not meet monthly. There are a limited number of planning meetings (2-3).

- Plan calendar of Kol HaLev educational programs for the year
- Communicate education opportunities in update, newsletter and website
- Arrange location, set-up, materials
- Communicate additional learning opportunities in the community at Siegal College, HaMakom, and Hodesh Limud
- Take part in planning Shabbaton, community retreat or scholar-in-residence programs
- Create an adult education overview for the year (proposed)
- Lead a Shabbat Kehillah workshop

Young Families

Provides holiday-oriented programming for young families and others. Focus is on hands-on learning activities. Committee has a few planning meetings, and volunteers take charge of specific programs during the year. Calendar targets the following:

Rosh Hashanah
Sukkot
Hanukkah
Tu B’shvat
Purim
Pesach
Shavuot

Additional learning opportunities at Kol HaLev

Book Group
Shabbat afternoon Torah study
Israel Study Group
Women’s Group activities (under Participation Values Team)

Adult B’Nai Mitzvah

Tot Shabbat

Lunch & Learn

LEARNING STRATEGIC PLAN

- **Goal 2012-2013** Build up a learning community that provides creative and engaging Jewish educational experiences for youth, adults and intergenerational groups
 - **Objective 1:** Continue to expand Hagiga and youth programs

Strategy 1: Maximize participation in Hagiga and youth group	ongoing
Strategy 2: Create an educational community among students	ongoing
Strategy 3: Develop multi-year curriculum	not started
Strategy 4: Inform and engage parents and community about youth programs	ongoing
Strategy 5: Encourage community members to become Madrichim through recruitment, training and recognition	ongoing
Strategy 6: Maximize Camp JRF participation	ongoing
 - **Objective 2:** Continue to expand stimulating and appealing adult education opportunities ongoing

Strategy 1: Expand recruitment of instructors from within the Kol HaLev community	ongoing
Strategy 2: Develop programs which include teachers/lecturers from outside the Kol HaLev community	ongoing
Strategy 3: Vary locations to make learning accessible	Done and ongoing
 - **Objective 3:** Create intergenerational and family learning opportunities. ongoing

Strategy 1: Expand intergenerational and family learning experiences relating to the holidays.	ongoing
Strategy 2: Provide family Shabbat dinners for Hagiga classes	ongoing
 - Objective 4:** Fund a full time Education Director not started

INFORMED & INVOLVED: COMMITTEES, TEAMS & TASKS

Tikkun Olam Committee

This committee coordinates High Holiday Food Drives...Mazon...Darfur activities, both with the whole community and specifically with the kids...Interfaith Hospitality Network activities...environmental issues/changes within our community...

More specifically:

- Be a co-chair or member of the committee
- Organize local tikkun olum efforts of interest to the congregation
- Write entries for the website for tikkun olam
- Publicize events via newsletter
- Make phone calls
- Look for tikkun olam opportunities on the JRF website
- Look for other websites dealing with tikkun olam opportunities
- Chronicle the community's tikkun olam efforts, including the efforts of members whose work or other activity is tikkun olam related
- Help in greening the congregation: coming up with ideas, serving on the green team, creating PR for the green team, etc.
- Search and publicize topics of interest regarding Israel
- Write entries for the website regarding Israel
- Publicize Sam Kelman's Israel study group
- Work in a liaison capacity with JRF; write entries for the website regarding JRF activity and keep the community informed about important JRF activities

Greater Cleveland Congregations (GCC)

Interfaith Dialogue Group

Environmental Sustainability

INFORMED & INVOLVED, STRATEGIC PLAN

- Goal: Create Opportunities for Kol HaLev members to impact our greater community and world, and those opportunities redefine our relationships with each other, the community and world, making them holy.
 - Objective 1: Create and implement the infrastructure and programming that supports Kol HaLev members' exploration, sense of belonging and accountability for their actions and relationship with Greater Cleveland community
 - Strategy 1: Develop an ongoing leadership and broad community participation in GCC.
 - Tactics: Health Care, Jobs Creation and Education
 - Strategy 2: Develop ongoing dialogues with other faith communities that allows for mutual wrestling with ideas and perspectives which add meaning and insights to all.
 - Tactics: Unity Mosque dialogue
 - Objective 2: Create and implement the infrastructure and programming that supports Kol HaLev members' exploration, sense of belonging and accountability for their actions and relationship with global Jewish community, Reconstructionism and Israel
 - Strategy 1: Expand Kol HaLev participation in Jewish Reconstructionist Movement activities
 - Strategy 2: Educate and make Kol HaLev members more aware of what Reconstructionist Judaism means, its' history and state today
 - Strategy 3: Create ongoing programs that reflect our understanding of the myriad positions of advocacy regarding Israel and that promulgate enhanced dialogue while increasing Kol HaLev's cultural relationship to Israel

DEMOCRATIC & FISCALLY RESPONSIBLE: COMMITTEES, TEAMS & TASKS

Fundraising Activities: Events & Campaigns

Event Production & Management

- **Mock Trial- Annual Event**
 - Committee/Event Chair
 - Assistant to Event Chair
 - Event Spokesperson/Sponsorships-Grants Procurer
 - Production Supervisor
 - Assistant Production Supervisor
 - CSU CM Liaison/Legal Liaison
 - Ticket Sales Manager
 - Marketing Manager
 - Reception Manager
 - Volunteers at event
- Mishloach Manot Baskets/Every Year
 - Event Organizer(s)
 - Review past events and take lessons learned into account
 - Manot selected and ordered
 - Sales of Manot (marketing)
 - Integration with website team
 - Compilation of Manot
 - Delivery of Manot (individual deliverers by suburb)
 - Ongoing articles/announcements
 - Acknowledgement of volunteers
 - Review of event, noting lessons learned
- Other fundraising events created on an annual basis, such as wine tasting, concerts, etc.

Annual Fundraising Campaign

A campaign requires a manager and volunteers. Each campaign works with the treasurer, the president and the board to ensure maximum success. The tasks are:

- Planning
- Marketing
- Contacting individuals/direct solicitation

DEMOCRATIC & FISCALLY RESPONSIBLE, STRATEGIC PLAN

- Goal- Open/Democratic & Fiscally Responsible
 - Objective 1: Fiscal Stability
 - Tactics
 - 1) 150 families w/more dues dues payers (progress)
 - Provide info to community about dues payments trends over time to encourage higher dues payments. Also include information from the other Recon. Shuls??
 - 2) Analyze Hagigah participation/#?
 - 3) 30-40% income from fundraising (progress)
 - 4) Create culture of giving (progress)
 - Objective 2: Make Transparency About Money Work
 - Tactics
 - 1) Treasure/Office work properly together? (progress)
 - 2) Implement consistent financial reporting.
 - 3) Analyze admin. needs of Kol HaLev - Do tactics meet needs?
 - Objective 3: Strengthen Open & Democratic
 - Tactics
 - 1) Improve Communication with Members (in progress)
 - 2) How to make Annual Meeting work better?- Should we keep this as a free-standing event?
 - 3) Communicate with& involve members in all major decisions (complete)
 -
 - Objective 4: Strengthen/Maintain Culture of Volunteerism.
 - Tactics
 - 1) Expectation of volunteering when joining Kol HaLev.

PARTICIPATION & VOLUNTEERISM: COMMITTEES, TEAMS & TASKS

Membership

- Committee co-chairs: set agendas, run meetings, oversee mission and goals of committee
- Committee members: support co-chairs
- Buddy program coordinator and organizer: matchmaker, find buddy members, reminder to buddy families
- Coordinate TGIS and other Shabbat dinners; enlist dinner hosts
- Event coordinators: New Member Shabbat; High Holy Days registration desk
- Historian who will document job description and membership committee activities
- Take minutes at meetings
- Arrange for people to be at every activity and event to represent membership committee and welcome visitors and new members
- Nametag coordinator: arrange for someone to take nametag responsibility at every Shabbat and event; update nametags
- Coordinator for info table at every Shabbat
- Liaison to Board and Values Team
- Meet with and orient new and prospective members
- Develop and format membership applications and other forms

Women's Group

- Co-coordinators
- Steering Committee members
- Home hosts, event coordinators, set-up, clean-up, email invites, collect RSVP's, phoners

Kiddush

- Coordinator: Update Kiddush guidelines, schedule and follow-up on sponsors
- Kitchen supplies coordinator, supplies buyer

Men's Group—to be developed

- Coordinator & steering committee
- Hosts, resource people

Volunteer Coordinator—helps match volunteers with jobs needed

- Liaison with all committees and value teams

- **Goal: We are an evolving community sustained by our members' participation and volunteerism.**
 - Objective 1: Increase volunteering by developing leadership paths (and structuring vol. positions)
 - Mentoring at all levels of volunteering, including leaders. Keys are empowerment, accountability and mindful action/contact
 - Create job descriptions at various levels
 - Quarterly dialogue
 - Recognition of leadership and volunteering
 - Identifying and documenting tasks
 - Leadership Development thru Rabbi Jeff's program and outside programs
 - Needs assessment thru polling current leaders
 - Objective 2: Increase participation at services, festivals and in the community in general; up the level for low-level participants and draw in the non-participants; keep families engaged especially after b'nai mitzvah stage has passed
 - Active outreach (personal call or e-mail) to members who are not seen at activities to ask them would help them or motivate them to be more involved
 - Customized e-mails directed to target groups: groupings, event type, timely
 - More advance notice
 - Utilize e-mails, phone calls, newsletter, website
 - Look at phone tree as a means of communication where appropriate
 - Thank you calls and follow-up calls to get feedback
 - Buddies: old members with old, and old members with new
 - Regularly make volunteer opportunities available to members: have a sheet with names and volunteer activities...put a dot by your name to indicate interest
 - Objective 3: Identify needs of members re: participation and volunteering
 - Needs assessment thru ad hoc focus group & committee brainstorming
 - Active outreach (personal call or e-mail) to members who are not seen at activities to ask them would help them or motivate them to be more involved
 - Utilize database for collating info on needs, etc
 - Exit interviews as resource for unmet needs
 - Intake interviews as resource for what folks are seeking
 - Assessments of member satisfaction and survey member's interests/needs
 - Objective 4: Have every member household participate in making the High Holy Days an inviting, enlivening, warm, spiritual and meaningful experience
 - See HH Days list of job activities/participation opportunities

BOARD ACCOUNTABLE: COMMITTEES, TEAMS & TASKS

Strategic Planning Committee

Ratner Liaison

The Ratner Liaison coordinates the Kol HaLev schedule with that of the Ratner School. He determines the availability of the school for Kol HaLev gatherings and makes sure the resources are available for Kol HaLev when needed. He transmits information and requests to Kol HaLev from Ratner. He establishes and maintains relationships with key Ratner people and with school personnel, helps prepare school for Kol HaLev functions, helps coordinate b'nai mitzvah with the school, and maintains overall good communications between Kol HaLev and the school, resolving issues when they arise.