



Strategic Plan | 2026-2030

Introduction/Context

- Engaged in a strategic planning process from Fall 2025 through Winter 2026
- Revisited and refreshed Touro Synagogue's mission, vision, and values to ensure continued relevance in today's world
- Identified updated priorities and high-level action areas to help manage growth, foster continued engagement, steer organizational direction, and maximize Touro's impact
- Plan is intentionally not a detailed implementation roadmap with defined timelines, metrics, or ownership; rather, it establishes a shared set of priorities and directional goals to guide decision-making over time

How Will We Use the Strategic Plan?

- As a **strategic framework** for all who steward Touro Synagogue going forward – Lay Leadership, Clergy, Staff
- As **direction for strategic decision-making**, passed down annually to the Board, Committee Chairs, Clergy, and Staff to guide our work
 - To guide, not dictate, annual planning, resourcing, and prioritization
 - To evaluate ongoing and new actions and initiatives
 - To ensure that current and future work align with our mission, values, and priorities
 - To articulate who we are internally and externally
 - To illustrate what we do and why
- To **flexibly and sustainably evolve** over the five-year timeframe, with specific actions, timing, and measures of success determined over time
- To acknowledge the need for comprehensive, regular review, and direction-setting

Identity Statement

Welcome to Touro Synagogue, a historic, thriving Reform Jewish congregation in New Orleans. Our expression of Judaism is egalitarian and respectful of the unique humanity of all.

Vision Statement

We envision...

A strong, vibrant, joyful Jewish future.

Mission Statement

Our mission is...

To lovingly nurture a warm, diverse home for Jewish living, while boldly
shaping a community of purpose and connection.

Guiding Principles

We are grounded in the following big Jewish ideas, which serve as the foundation for and guide the priorities and direction of Touro's strategic plan:

- ***B'tzelem Elohim - God's Image***: We recognize that every human being is created in the image of God, innately deserving of care, dignity, and fair treatment.
- ***Klal Yisrael - Jewish Peoplehood***: We are connected to Jews around the world, and Israel is central to our Jewish story and experience.
- ***Kehillah Kedoshah - A Holy Community***: We experience holiness together through prayer, through the study of Torah, and through the loving relationships we cultivate over time.
- ***Tikkun Olam - Repairing the World***: We take responsibility for strengthening the health and wellbeing of our community and world.
- ***L'dor Vador - From Generation to Generation***: We rejoice in the active presence of every generation, including our children and our elders, and the ways we learn from each other.
- ***Kavanah - Presence and Awareness***: We are attentive to our history and the blessing of our congregational home, and we are connected to and believe in New Orleans.

2026-2030 Priorities

Guided by Touro Synagogue's vision, mission, and principles, our *action priorities are organized around four strategic pillars and supported by three cross-cutting priorities that are embedded across all areas of our work:*

**Congregational
Engagement**

Education

Tikkun Olam

Bicentennial

Fiscal Sustainability

Operations

Sacred Duties and Pastoral Care

Congregational Engagement

Win: An Engaged Membership At Sustainable Levels

- Prepare for growth without changing our values or mission
- Develop sustainability plans for membership with a task force in year one

Win: Every Congregant Feels Connected To At Least One Clergy Member

- Clergy will plan and execute strategies

Win: Improved Intra-Congregational Engagement

- Continue to strengthen ambassador's program and congregant outreach strategies (e.g. high holiday calls, Dvar Torah coaching, etc.)
- Develop a framework to engage a broad array of congregant segments, for example mentorship program and awareness of special groups, retirees, widowers/widows, etc.

Congregational Engagement

Win: Support Interfaith Community And Relationships

- Organize and promote education opportunities, support groups, activities, and relationship-building specific to interfaith households

Win: Leverage Our Engaged Congregation To Strengthen The Broader Jewish Community Of NOLA

- Actively support other congregations, camps, JCC, and other institutions
- Leverage Tikkun Olam as vehicle for congregational engagement
- Develop and implement outreach and communication strategies to unaffiliated individuals, especially students and young professionals, to increase awareness of who we are

Education - Youth

Win: Youth Are Engaged And Excited To Participate In Religious, Social, And Other Activities Offered At The Synagogue

- Equip youth with knowledge of Jewish traditions, customs, and values to build a strong, foundational Jewish identity
- Continue developing an engaging curriculum
- Intentionally include youth voices in shaping programming where possible
- Implement a monitoring and evaluation process to ensure the quality of the educational programming

Win: Families With Young Children Are Active Participants In Congregational Programming, And Children Are Becoming B'nai Mitzvah And Confirmands

- Design youth programs with the needs of parents in mind; ensure families understand the offerings and feel engaged with their practices and their children
- Design for affordability for families and limit financial obstacles to participation
- Continue madrichim and other programs that connect youth and families to each other and to Touro (e.g. Tikkun Olam)

Education - Adult

Win: Adult Education Programming Has Broad Breadth And Depth And Caters To Congregants Across Multiple Life Stages

- Develop a multi-pronged curriculum that offers options for sustained, long-term courses that build upon foundational learned as well as flexible specialty topics
- Design according to congregational demand, engaging lay leaders and broadening options to maximize reach and participation

Tikkun Olam

Win: Touro's Tikkun Olam (TO) Efforts Make New Orleans A Better Place To Live, Work, And Worship

- Align TO work with our values
- Understand and respond to issues within our greater community

Win: Tikkun Olam Is Effective, Efficient, And Easy For Congregants To Engage

- Organize and manage TO with dedicated staff and clergy leadership and with clear ownership of TO priorities and initiatives
- Build out sustainable TO lay leadership committee structure to diversify work and voices
- Dedicate funding for TO in operating budget and plan for times of crisis

Win: Congregants Of All Ages Have Multiple Pathways To Meaningful Tikkun Olam Engagement

- Offer engagement options from easy, plug-in service opportunities to deeper leadership roles
- Create opportunities for members of all ages to make a difference in the broader community
- Leverage Tikkun Olam as a bridge to other congregational programming

Win: Tikkun Olam Is Visible, Celebrated, And Deeply Integrated Into Congregational Life

- Communicate and celebrate TO impact wins
- Position TO as a meaningful way to live out Jewish values and as a core and visible part of congregational identity

Bicentennial

Win: Build A Shared Culture And Identity Through The Bicentennial

- Strengthen inclusivity and belonging with awareness, pride, and ownership of Touro's history
- Coming together as one Touro - rooted in the history and sustainable for the future
- Determine how the Bicentennial can elevate annual Touro events (e.g. Jazz Fest Shabbat)

Win: Increase Local, Regional, And National Community Awareness

- Share pride and legacy of Touro—our history and role in local, Southern, and national Jewish community
- Document and celebrate with publication and storytelling

Win: Leverage Anniversary For Fundraising And Fiscal Sustainability

- Illustrate importance of Planned Giving; set and communicate ambitious Endowment goal
- Expand upon L'Chaim event to include GNO community
- Identify potential for national fundraising support

Fiscal Sustainability

Win: Increase Dedicated Funding For Programming

- Increase building access and reduce strain on Wednesdays/Sundays with additional security and staff support
- Determine funding needed to expand education programming and staffing
- Determine a funding mix for Tikkun Olam that supports issues-based initiatives, admin, and operations

Win: Consider Revenue Opportunities Across Programs

- Evaluate traditionally subsidized programs to create sustainable funding models
- Rightsize fees and sponsorships to reflect current value
- Thoughtfully communicate scholarship and financial support opportunities to ensure access for all households

Win: Strengthen Touro's Development Function For Current-Use And Long-Term Funding

- Continue to build Touro Annual Commitment toward goal of 70-80% support of operating budget
- Increase capacity for dedicated building preservation funding over time in budgeting process
- Successfully onboard first-ever staff position to support Touro's broad development goals and initiatives
- Work alongside Touro Synagogue Foundation to ensure longterm support and endowment growth

Operations

Win: Clear Portfolio Ownership Reduces Operational Ambiguity

- Bicentennial: events, documentation, and communications require staff coordination
- Tikken Olam: opportunity matching and reporting need dedicated systems
- Administrative staffing is essential for program management and partner coordination. Use volunteer/contractor models to supplement staff, as needed.

Win: Solve For Classroom Limits, Security Requirements, And Teacher Supply That Are Constraining Education (Youth And Adult) Programming Scale

- Conduct building space assessment
- Launch teacher fellowship program

Win: Strengthen Security Infrastructure While Aligning Programming And Capacity

- Visibility from public initiatives may introduce security considerations (Bicentennial, TO)
- Prioritize AI camera upgrades to support safety and operations

Sacred Duties and Pastoral Care

Win: Clergy Establishes Clear Priorities And Focus Across Four Core Areas: Lifecycle, Prayer, Holidays, And Pastoral Care.

Next Steps: Turning Strategy into Impact

Align & Approve (April–June 2026)

- Board reviews and adopts plan
- Share overview (wins) with congregation at Annual Meeting
- Publish full plan online and update mission, vision, principles language on website

Activate & Operationalize (Summer 2026 – Fall 2026)

- Committees and staff lead priority areas, including defining work plans and timelines
- Board President to appoint task forces for key initiatives as needed

Sustain & Sequence (Ongoing)

- Track progress against plan and adapt
- Sequence priorities across five years

2026-2030 Strategic Planning Task Force



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