

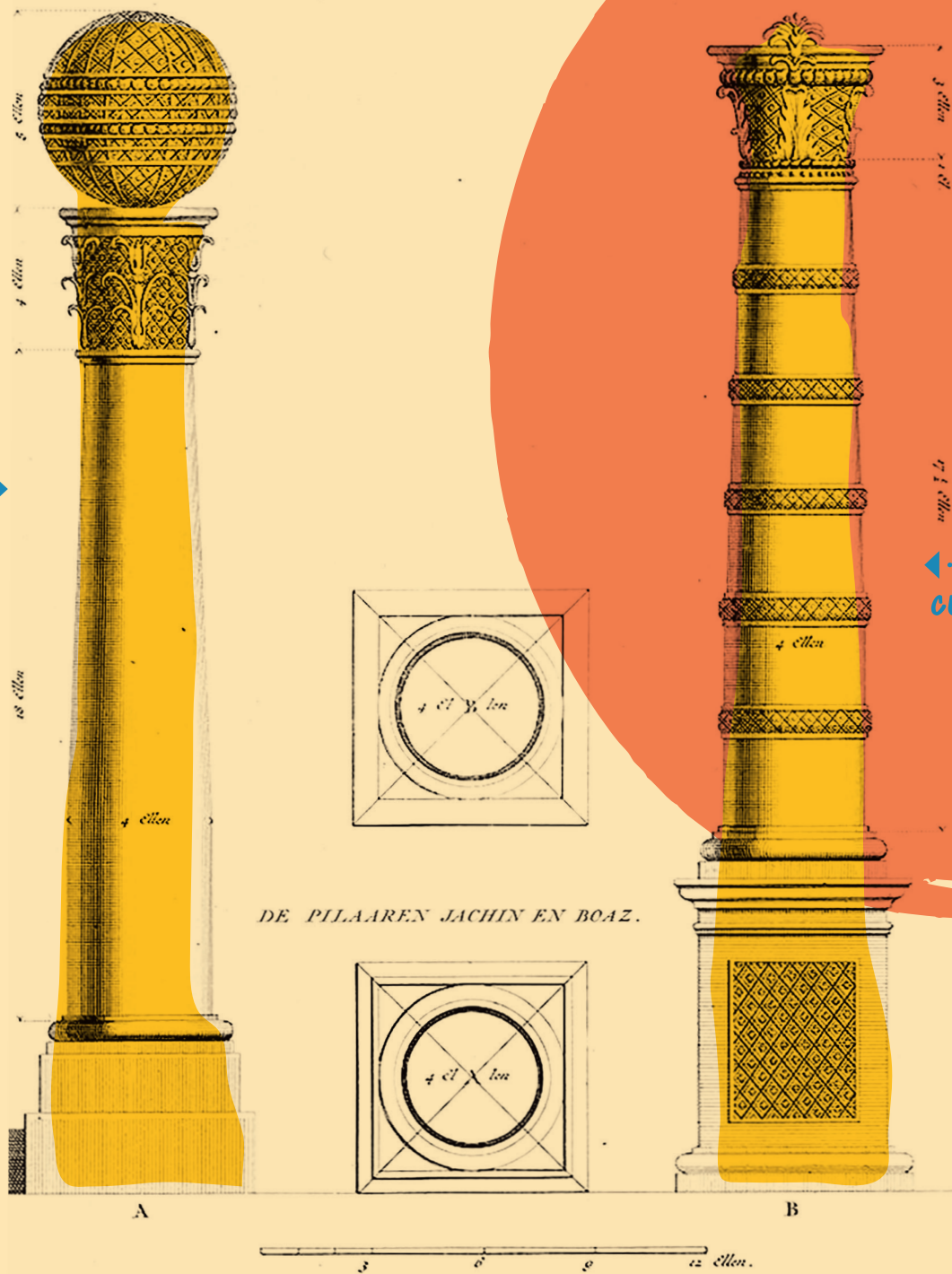
# LAB/SHUL

*Volgens het geroeden  
der Ouden.*

*Volgens het geroeden van  
den Schryver.*

strength

connection



## STRATEGIC PLAN

2019 - 2024

The symbolic image of the two pillars depicted on the cover of our strategic plan echoes the imagined architectural detail of the Temple of Solomon in Jerusalem, circa 1000 BC. According to tradition, two pillars named Yachin and Boaz guarded the threshold to the sacred. In later mystical adaptations these pillars represent the necessary embodied balance of human existence. Lab/Shul's adaptation of these two pillars as our blueprint for strength and connection echoes our ancient past as we reinvent our present and future sacred reality.



thoughtfully crafted by **Lab/Shul & Sharehold**  
[labshul.org](http://labshul.org) • [sharehold.co](http://sharehold.co)



"We are living in a complex post-ethnic, post-modern, digital age that is redefining choice, identity and belonging. It's a fluid reality that calls for radical solutions and paradigm shifts. That is what Lab/Shul has set out to do."

— RABBI AMICHAEL





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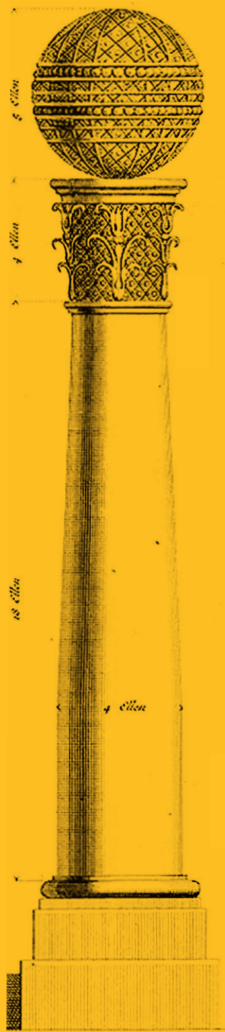
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**BUILD STRUCTURES  
FOR GROWTH AND PROSPERITY**

A critical objective for Lab/Shul over the next five years is to create stability and strength - financial strength, a physical home, technological infrastructure and leadership structures. The stability establishes a solid foundation from which Lab/Shul may leverage its unique position as a global pioneer, growing and amplifying its mission and vision for the long term in New York City and beyond.

The Lab/Shul community is dedicated to exploring, creating and celebrating innovative opportunities for contemplation, life cycle rituals, the arts, life-long learning and social justice. Building on Storahelling’s vision and practice, Lab/Shul seeks to redefine the role of sacred gatherings that nourish our thirst for meaning, connection, spirituality and community.

**OUR MISSION**

Lab/Shul is an everybody-friendly, artist-driven, God-optional, experimental community for sacred Jewish gatherings based in NYC and reaching the world.

**OUR VISION**

Lab/Shul is a thriving, nurturing spiritual community where inclusive, accessible and radically renewed Jewish ritual promotes deep communal connection and broader societal shift.

As a pioneer in redefining the role of sacred gatherings, Lab/Shul visualizes itself as a model for other spiritual communities and a catalyst for global change.



**GROW AND DEEPEN  
COMMUNITY ENGAGEMENT**

Equally critical over the next five years is building deep investment and engagement within the local community in New York City. This includes pathways for community members to take on leadership roles and to deepen relationships with each other. In doing so Lab/Shul aims to model what a thriving synagogue community can look like in the 21st century.

In support of its Vision and Mission, Lab/Shul has identified two interrelated strategic “pillars” for the next 5 years. Derived from input from the Lab/Shul staff, board, and the wider community, these mutually supportive pillars define Lab/Shul’s objectives, goals, decision making, and priorities across 6 capacity building areas:



**MEMBERSHIP MODEL**

Lab/Shul builds a strong financial foundation through its membership model, one that reflects its community’s values and ensures achievement of the organization’s long-term goals. The model is unique and inspired by current, proven trends in membership-based business models across a range of industries including fitness, consumer goods, arts and entertainment, and faith-based communities.



**PHYSICAL HOME**

Lab/Shul fosters a sense of permanence and stability for its staff and community members through a shared physical space that embodies Lab/Shul’s artist-driven and everybody-friendly values. The space supports multi-faith families and fosters multi-faith partnership, while continuing Lab/Shul’s experimental, “pop-up” ethos.



**BOARD & LAY LEADERSHIP**

Lab/Shul increases investment and engagement in its community by creating pathways for Partners to build their leadership and contribute their money, skills, and time.



**DIGITAL REACH**

Lab/Shul creates a robust set of integrated digital capabilities that enable the organization to extend its reach. They provide programs that meet people wherever they are around the globe and facilitate clearer communication between both Lab/Shul headquarters and all program participants, as well as between individual participants. Monetizing this digital capability will be a significant revenue stream for Lab/Shul in 5 years.



**TARGET MARKETS & PROGRAMMING**

Lab/Shul has clarity on the range of people it serves and programs it creates for them, creating pathways for increased engagement and authentic communal bonds.



**INFRASTRUCTURE**

Lab/Shul invests in core infrastructure to support its team including technology, metrics, leadership structures, and well-being.



# INTRODUCTION



## OVERVIEW

Lab/Shul is an everybody-friendly, artist-driven, God-optional, experimental community for sacred Jewish gatherings based in New York City and reaching the world. A leader in Jewish ritual and experience, Lab/Shul is at a significant place of growth and inflection as an organization and community.

Founded in 2012, Lab/Shul is dedicated to the creation and celebration of innovative, inclusive opportunities for contemplation, life cycle rituals, meaningful learning, community building, and social change.

**Lab/Shul is leading the way in creating the congregation of the future, reaching a diverse audience of both engaged and lesser-affiliated Jews and those who love them. The wider group is made up of people of all backgrounds, ages, and orientations.**

Building on seven years of growth, Lab/Shul is looking ahead to its next five years. It is creating a strong foundation to support its growing, thriving community and team in New York City. This foundation will prepare Lab/Shul to shoulder the opportunity and responsibility of expanding its significant global impact as a pioneer in (and model of) Jewish spiritual connection and engagement.

As a part of this Strategic Planning process, Lab/Shul included the diverse voices of its team, board, and community to co-create a future designed by all. This is an especially important time in Lab/Shul's development as it translates rapid growth into enduring structures that will support Lab/Shul's operations, community, and global impact for years to come.



BY THE NUMBERS

66%

of Jews do not belong to a faith community

72%

of Non-Orthodox Jews marry people of other faiths

40%

of Americans don't believe in God

25%

of Americans consider themselves "spiritual but not religious"

23%

of U.S. adults identify as religious nones or people who self-identify as atheists or agnostics, as well as those who say their religion is "nothing in particular"

WHY NOW?

In an increasingly complex and changing world, Lab/Shul has acted as a home to all - from engaged and lesser-affiliated Jews of all backgrounds, ages, and orientations to unaffiliated nones looking for spiritual meaning and connection.

Lab/Shul exists at an important time in society, one where forms of spiritual and religious devotion are shifting, secularism is on the rise, politicization of religions is growing, and where social isolation and loneliness are considered a global epidemic. This means places and communities like Lab/Shul, which provide spaces for connection to something deeper, are more vital than ever.

**Lab/Shul's focus on "blending the modern and traditional" into reimagined, engaging experiences is what allows the community to continue growing. Individuals and their families are turning to places like Lab/Shul in greater numbers searching for deeper meaning. They are looking to ask big questions of themselves, their communities, and the world.**

It's the imperative of the Lab/Shul team and board to continue building on the strong foundation Lab/Shul has built and begin creating an enduring, future-looking organization that will sustain with an open door for all in the decades to come.

SOURCES:  
1 [www.pewresearch.org](http://www.pewresearch.org)  
2 [www.washingtonpost.com](http://www.washingtonpost.com)  
3 [www.gov.uk](http://www.gov.uk)

OUR STRATEGIC PLANNING PROCESS

In October 2018, Lab/Shul started on a collaborative Strategic Planning process with its team, board, and community in partnership with multidisciplinary innovation firm, Sharehold. Driven by the values of "everybody-friendly" and inclusivity, Lab/Shul included the voices of more than 200 community, team and board members to arrive at a vision for the next five years.

Using the process of **human-centered design thinking**, Lab/Shul researched its team's and community's needs, explored multiple possibilities for Lab/Shul's future, and identified strategies for Lab/Shul's six capacities as it imagines its growth over the next five years.

- As a part of this Strategic Planning process, we asked critical questions including:
- What kind of spiritual community do we aspire to be?
  - What are our community's needs, desires, and values? How do we nourish each individual at different levels of engagement?
  - How do we balance the ethos of being a "lab" with the need for grounding and stability?
  - What structures and resources do we need to support our aspirations?

**Design thinking is a creative process for problem solving used by Fortune 500 companies to develop innovative products, services, experiences, and systems.**







"Lab/Shul is an inclusive, warm, developing, diverse, everybody-friendly, constantly evolving, open community that's unafraid to experiment."

— JEFFREY SCHOENFELD,  
UJA-FEDERATION NYC PRESIDENT

## SIX CAPACITY BUILDING AREAS OF STRATEGIC PLAN

At the start of the Strategic Planning process, Lab/Shul defined six strategic capacity building areas to guide the development of the Strategic Plan.

These capacity areas were derived through extensive self-reflection and external evaluation conducted through its participation in Project Accelerate, the Jewish Emergent Network, and the Harold Grinspoon Foundation PJ Library Jewish Engagement Network.

These are focus areas for Lab/Shul over the next five years and were the guideposts for the research process within the larger community.





# WHERE WE'VE BEEN: LAB/SHUL'S HISTORY



## WHERE WE'VE BEEN: LAB/SHUL'S HISTORY

Lab/Shul began on a stage in 1999. Amichai Lau-Lavie, an Israeli educator and performance artist, created Storahtelling, a Jewish Ritual Theater Company that pioneered replicable models for the integration of Jewish education and the performing arts. Storahtelling created multi-generational theatrical productions that re-imagined biblical stories and trained clergy and community leaders to become better storytellers and teachers.

**In 2004**, Storahtelling began experimenting with alternative and creative worship events for Shabbat and High Holy Days. Over time, this approach became the main focus, and the collective of artists evolved to become a community – and a congregation. Along with friends, supporters, community leaders, and social activists we co-created our next chapter: “Lab/Shul” – a laboratory for sacred Jewish experiences.

**Founded in 2012**, Lab/Shul is dedicated to the creation and celebration of innovative and inclusive opportunities for contemplation, life cycle rituals, meaningful learning, community building, and social change. Reaching a diverse audience of both engaged and lesser affiliated Jews of all backgrounds, ages, and orientations, Lab/Shul leads the way in cultivating the congregation of the future.

**In August 2013**, Lab/Shul launched its first official season with an extended High Holy Days season of worship events and programs. Attended by more than 4,000 people, hundreds more tuned in to Yom Kippur via web streaming.

**Today**, Lab/Shul hosts regular programming throughout the year with monthly Shabbat evening and morning worship events, special holy day programming, online learning webinars, and young family experiences. Programs take place pop-up style all over NYC and attract a gradually growing and diverse community. The Kaddish Club virtual calls, which are lay-led, established flexible definitions of community that span distance to create connection. One member has called this program, “the perfect example of creative reinvention of a synagogue function.”

Lab/Shul is constantly in the process of creative reinvention. As a part of this, we are looking to build on their strong past to inform a healthy, bright, and continually inclusive future.



# WHERE WE'RE GOING: MISSION, VISION & VALUES

## WHERE WE'RE GOING: MISSION, VISION & VALUES

The Lab/Shul community is dedicated to exploring, creating and celebrating innovative opportunities for contemplation, life cycle rituals, the arts, life-long learning and social justice. Building on Storahtelling's vision and practice, Lab/Shul seeks to redefine the role of sacred gatherings that nourish our thirst for meaning, connection, spirituality and community.

### EVERYBODY-FRIENDLY

Lab/Shul accepts, respects, and invites the full spectrum of human existence without judgement. providing access is Lab/Shul's primary driving force, placing the wide range of spiritual, educational and communal needs of all human beings at the heart center of our work.

### ARTIST-DRIVEN

Art is the primary language of Lab/Shul's expression. A community of art creators and art appreciators, we explore spiritual transformation through artistic experience, valuing risk-taking and creative exploration as a modality for an informed and inclusive spiritual community.

### OUR MISSION

LAB/SHUL IS AN  
EVERYBODY-FRIENDLY,  
ARTIST-DRIVEN, GOD-OPTIONAL,  
EXPERIMENTAL COMMUNITY FOR  
SACRED JEWISH GATHERINGS  
BASED IN NYC AND REACHING  
THE WORLD.

### EXPERIMENTAL

As a laboratory for new approaches to spiritual, cultural and societal shift, Lab/Shul embraces risk and explores the uncharted. Sometimes messy and often provocative, we value optimism over fear, surprise over familiarity, mistakes over security, and freedom over boundaries. We reflect deeply and pivot quickly, embracing the concept that there is always more than one way.

### GOD-OPTIONAL

The notion of God is a personal and unique experience for each individual. In our search for authentic, common, spiritual ground, we replace the reliance on one biblical "God" with a multiplicity of names and prisms that inspire a sense of wonder and reflect the diversity of historical, modern and personal interpretations of what is ultimately beyond language.



## OUR VISION

LAB/SHUL IS A THRIVING, NURTURING  
SPIRITUAL COMMUNITY WHERE INCLUSIVE,  
ACCESSIBLE AND RADICALLY RENEWED JEWISH  
RITUAL PROMOTES DEEP COMMUNAL CONNECTION  
AND BROADER SOCIETAL SHIFT.

AS A PIONEER IN REDEFINING THE ROLE OF SACRED  
GATHERINGS, LAB/SHUL VISUALIZES ITSELF AS  
A MODEL FOR OTHER SPIRITUAL COMMUNITIES  
AND A CATALYST FOR GLOBAL CHANGE.



## VISION FOR THE NEXT FIVE YEARS

As Lab/Shul looks at its next five years of growth, these are the vision statements and future envisioned states for Lab/Shul one, three, and five years in the future.

## ONE YEAR, 2020

Lab/Shul is a future-thinking, growth-oriented organization laying a strong foundation internally and deepening its relationship with its core community through increased structure and collaboration.

## THREE YEARS, 2022

Lab/Shul is a thriving, prosperous organization that is financially and programatically self-sustaining. Its reach and impact extends both locally and into other geographic areas through expanded program offerings, membership options, community leadership opportunities, and a rich digital experience.

## FIVE YEARS, 2024

Lab/Shul is a widely-known and respected brand within Jewish, spiritual, and justice-centered realms. Its growing global community fosters spiritual nourishment, deep communal bonds, and social change.



# ORGANIZATIONAL VALUES

At the start of this process, Lab/Shul sought to define a set of shared values for both the organization and professional staff. Using learnings from research conducted by Sharehold and with the guidance of professional coach Shoshanna Hecht, the following values emerged as guiding principles. They allow Lab/Shul to fulfill its goals while establishing a healthy, sustainable organization, community, and working environment.



We see everyone as a Divine reflection / as Divine, both whole and human, so we treat others as they want to be treated.



We embrace humor as a necessary tool for release, well-being, productivity, and connection.



We are open to possibility, approaching obstacles as opportunities.



We see, name, and give gratitude/credit to everyone for their contributions.



We empower each other to set personal and organizational limits, knowing that every "no" is a "yes" to something else.



What box? We cultivate space to play, stretch, question, seek, inspire, and offer.



We are a we. We are responsible to and present for one another, our community, and the world.



We commit and recommit to lead with our hearts, practicing Love as a source of and a force for our highest values.



We evolve, always becoming. We are growth-oriented, dynamic, and bold. We are always willing to explore the non-traditional, to defy expectations of what a synagogue, Judaism, and spiritual events are.



"Cultivating deep and meaningful community that's welcoming is hard and important. Thanks for doing this work!"

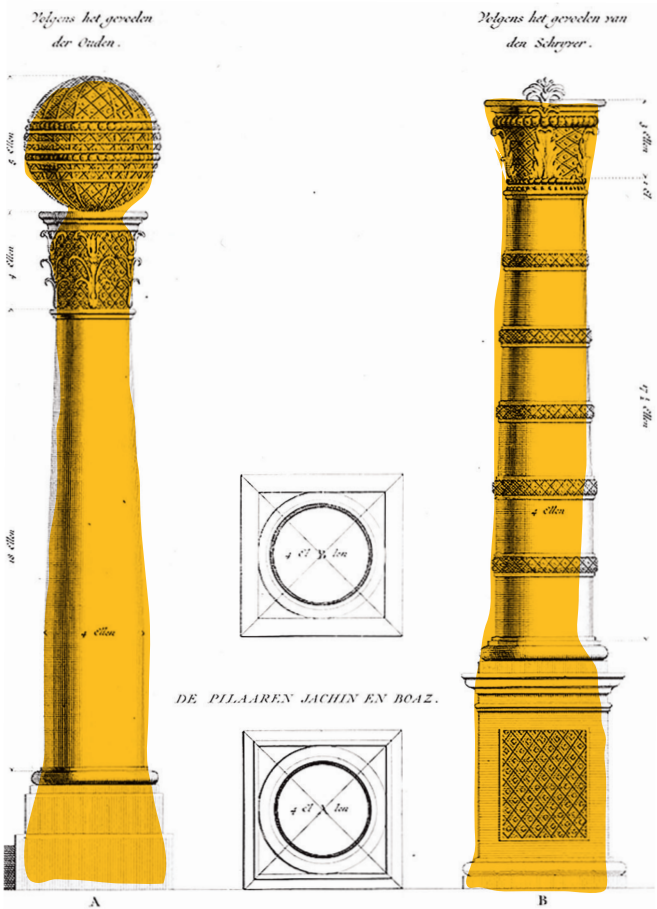
- LAB/SHUL COMMUNITY PARTNER



# HOW WE'RE GETTING THERE: LAB/SHUL'S STRATEGIC DIRECTION

## STRATEGIC PILLARS

In support of its vision and mission, Lab/Shul has identified two interrelated strategic “pillars” for the next five years. Derived from input from the Lab/Shul staff, board, and the wider community, these mutually supportive pillars define Lab/Shul’s objectives, goals, decision making, and priorities across all capacity areas in the given timeframe.



### STRENGTH BUILD STRUCTURES FOR GROWTH AND PROSPERITY

A critical objective for Lab/Shul over the next five years is to create stability and strength – financial strength, a physical home, technological infrastructure, and leadership structures. This stability establishes a solid foundation from which Lab/Shul may leverage its unique position as a global pioneer, growing and amplifying its mission and vision for the long term in New York City and beyond.

### CONNECTION GROW AND DEEPEN COMMUNITY ENGAGEMENT

Equally critical over the next five years is building deep investment and engagement within the Lab/Shul community in New York City. This includes pathways for community members to take on leadership roles and to deepen relationships with each other. In so doing, Lab/Shul aims to model what a thriving synagogue community can look like in the 21st century.

## STRATEGIC PLAN OBJECTIVES

To fulfill its Strategic Pillars, Lab/Shul has identified high-level objectives across the six capacity areas. Lab/Shul will know it has delivered on its Strategic Pillars when it arrives at the following outcomes:



### 1. CREATE A THRIVING MEMBERSHIP MODEL

Lab/Shul builds a strong financial foundation through its membership model, one that reflects its community's values and ensures achievement of the organization's long-term goals. The model is unique and inspired by current, proven trends in membership-based business models across a range of industries including fitness, consumer goods, arts and entertainment, and faith-based communities.



### 2. DEFINE TARGET MARKETS AND PRIORITIZE PROGRAMS

Lab/Shul has clarity on the range of people it serves and programs it creates for them, creating pathways for increased engagement and authentic communal bonds.



### 3. DEVELOP PATHWAYS FOR BOARD & COMMUNITY-DRIVEN LEADERSHIP

Lab/Shul increases investment and engagement in its community by creating pathways for Partners to build their leadership and contribute their money, skills, and time.



### 4. INVEST IN A UNIQUE PERMANENT SPACE/HOME

Lab/Shul fosters a sense of permanence and stability for its staff and community members through a shared physical space that embodies Lab/Shul's artist-driven and everybody-friendly values. The space supports multi-faith families and fosters multi-faith partnership, while continuing Lab/Shul's experimental, "pop-up" ethos.



### 5. BUILD ROBUST DIGITAL CAPABILITIES

Lab/Shul creates a robust set of integrated digital capabilities that enable the organization to extend its reach. They provide programs that meet people wherever they are around the globe and facilitate clearer communication between both Lab/Shul headquarters and all program participants, as well as between individual participants. Monetizing this digital capability will be a significant revenue stream for Lab/Shul in 5 years.



### 6. DEVELOP THE LAB/SHUL TEAM INFRASTRUCTURE

Lab/Shul invests in core infrastructure to support its team including technology, metrics, leadership structures, and well-being.

"Because of Lab/Shul, I am a better person. I am awakened to a deeper and truer sense of my Jewish identity. I am more in tune with the needs of my local and global communities. I love more openly and with greater presence of heart and soul."

- LAB/SHUL COMMUNITY PARTNER



# THE STRATEGIC PLAN

"Adults today tend to prize different kinds of connections than their grandparents: more of our time and attention today is spent on more intimate contacts and the most casual acquaintances. We've abandoned the relationships in between - the 'middle-ring' ties."

- FROM 'THE VANISHING NEIGHBOR'



### CREATE A THRIVING MEMBERSHIP MODEL

Lab/Shul builds a strong financial foundation through its membership model, one that reflects its community’s values and ensures achievement of the organization’s long-term goals. The model is unique and inspired by current, proven trends in membership-based business models across a range of industries including fitness, consumer goods, arts and entertainment, and faith-based communities.



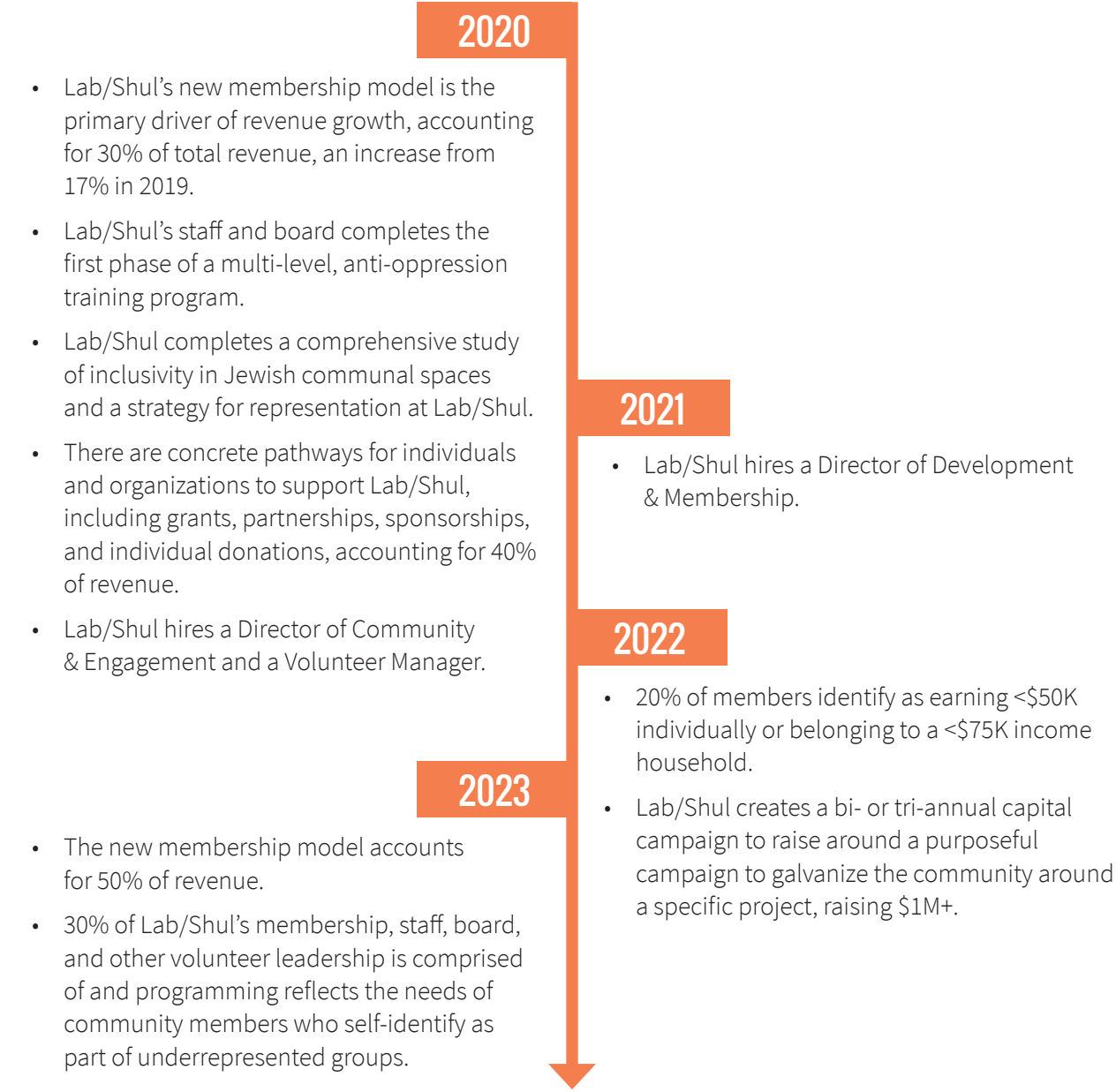
We will know that we are successful when **membership revenue increases and groups typically underrepresented in conventional synagogue life are represented at LabShul.**

### LAB/SHUL’S VISION FOR MEMBERSHIP

Lab/Shul envisions a community-driven membership model that embodies inclusive belonging and provides ways for those of all means to contribute to Lab/Shul’s success and prosperous future.

Lab/Shul plans to nearly double membership over the next year. By 2020, Lab/Shul aims for its membership to be the primary driver of revenue growth, accounting for 30% of revenue. Further, by 2023, Lab/Shul plans to have tripled membership to account for 50% of revenue.

As part of this effort, Lab/Shul will more explicitly and transparently share the requirements to support its operations alongside clear and relevant membership benefits. To support this goal, Lab/Shul will invite our community to become members by making both a time and a financial contribution as they are able.





WHERE MEMBERSHIP IS TODAY

Since 2013, Lab/Shul has offered SeasonPass as its membership model. The SeasonPass membership model is supported by roughly 100 households primarily tied to the High Holy Days, and accounts for 17% of Lab/Shul’s 2019 operating budget. In its current format, Lab/Shul’s membership model encourages one-off engagement in High Holy Day events and appeals most to high-income households.

Research revealed many Lab/Shul community members are confused by what the SeasonPass

offering includes. Some in the community were not aware it was available at all while those who are SeasonPass members are often confused by continuous requests for donations.

The current model yields a membership that does not reflect the wide demographic Lab/Shul engages currently and is seeking to engage in the future. Equally important, the current model does not financially sustain the organization’s operations.

IMMEDIATE TERM: WHAT’S NEXT - PARTNERHOOD

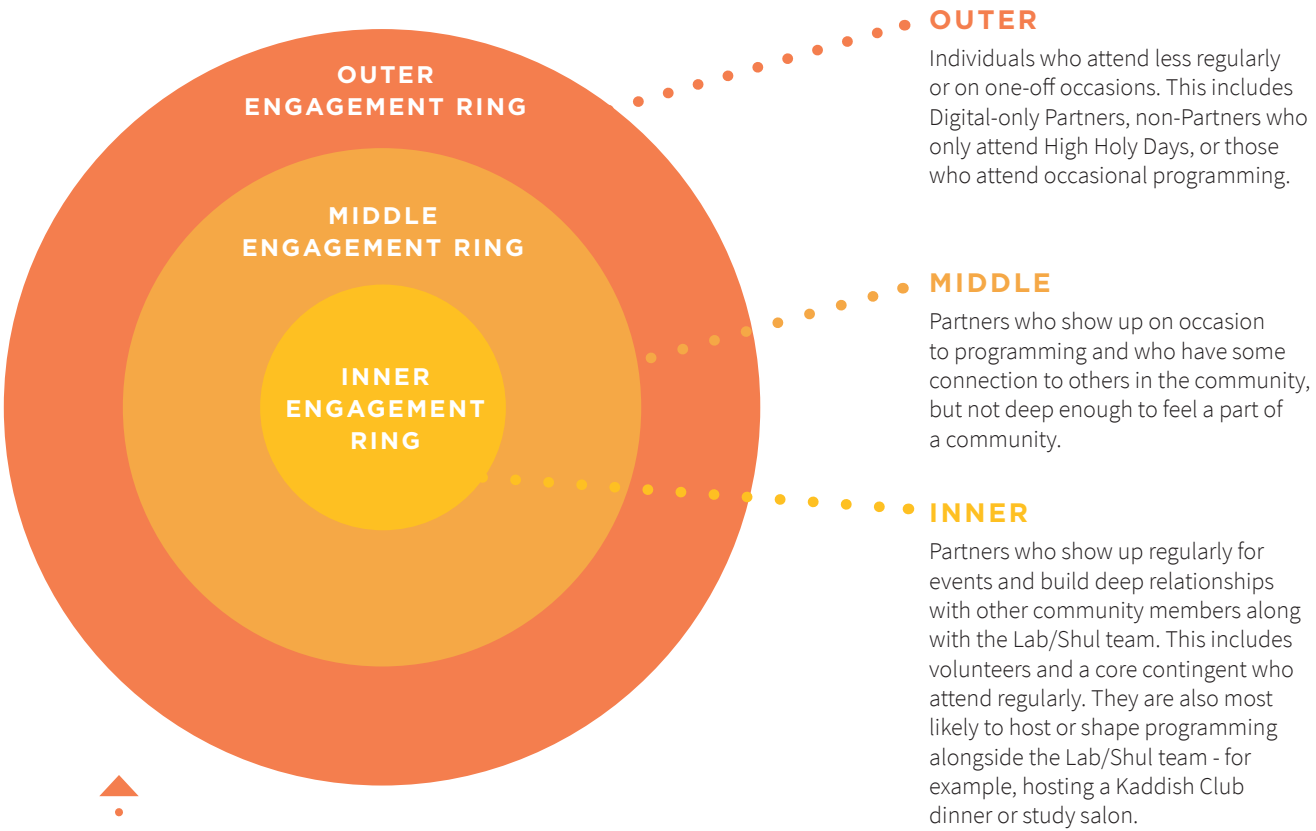
As supported by community research, Lab/Shul will introduce a flexible membership model in 2019 that invites our community to invest in and benefit from Lab/Shul. This will include various options catered towards individuals, couples, and families showing ways to participate with either time, money, or both. It will also include a digital option for low cost, remote-only access.

We are calling this membership model “Partnerhood” and calling members “Partners.” “Partner” connotes commitment, mutual sharing of risks and success, and co-creation. “Partnerhood” is the place where it all happens.

The aim of this new model is to build on the mission of being “everybody friendly” and creating a model that is accessible to all. One key change from SeasonPass is that we are **decoupling High Holy Days from Partnerhood**. In so doing, Lab/Shul embraces and caters to the needs of both those who value showing up for community year-round as well as those who drop-in to events a few times a year. We acknowledge that people may engage more or less with Lab/Shul as makes sense for them and we aim to have a place to land for all who want to engage. Another key change is asking people to **contribute their time**, signaling what it takes to co-create Lab/Shul.

In support of Partnerhood, Lab/Shul plans to hire a Director of Community & Engagement as well as a Volunteer Manager in 2020. Both of these individuals will work to create structures of support for the community and set the strategy at-large. These roles will take care of the community’s needs, foster deeper engagement with and relationships among members, as well as guide the Shul/Shift experience.

COMMUNITY RINGS OF ENGAGEMENT



A FOCUS ON THE INNER & OUTER ENGAGEMENT RINGS

Casper ter Kuile, author of How We Gather, discusses the three relational rings of engagement each participant in a community or congregation maintains. The inner ring is close friends and family. The outer ring is a broader network connected by a common interest or goal. The middle ring is somewhere in between and includes loose connections that don’t have a sense of deep community.

Casper shares how the middle ring dwindles as individuals or communities start moving toward the inner or outer rings. People are looking for either deep intimacy or a common experience with a broad set of individuals (e.g. social media, conventions). There is no longer a desire for the in between, or cultivating somewhat meaningful relationships.

This is critical for Lab/Shul and the membership model as we think about how to offer experiences for fostering intimacy and engagement, while also creating experiences for people to “drop-in” and connect as part of the outer ring (e.g. High Holy Days). The attention to detail on curating and cultivating these experiences as a part of Lab/Shul’s membership will allow the organization to pioneer a new model of what congregation life looks like.

A NEW MEMBERSHIP MODEL

Lab/Shul will invite our community to become Partners by making both a time and a financial contribution, as they are able. We are rolling out nine contribution options to reflect both the abilities of our community and the needs of our organization as they relate to time and money.

Financial contributions are suggested amounts, enabling people to give more or less. Time contributions are per household and are called Shul/Shifts. All of these suggested giving amounts carry the same benefits, except for Digital and Visionary Partnership.



VISIONARY PARTNERSHIP AND THE VISIONARY CIRCLE

Lab/Shul’s Visionary Partnership is a special contribution option for our most generous donors. It is an “all inclusive” option which includes access to every aspect of Lab/Shul year-round, including complimentary tickets to High Holy Days for the immediate household, two tickets to Freedom’s Feast, two tickets to Purim Party, and entry to all educational courses.

Additionally, we invite all **Visionary Partners** to become part of the Visionary Circle, a think tank led by Rabbi Amichai that addresses challenging and controversial issues facing the Jewish community, like patrilineal descent, Israel-American politics, inclusivity, and more. The salons feature Rabbi Amichai and other guest teachers, leading study sessions and discussions through a lens inclusivity, progress and justice, and utilizing Jewish texts as sources of context.

PARTNER VS. NON-PARTNER PROGRAMMING DETAIL FOR 2019-20 SEASON

The following matrix depicts the kinds of programming and benefits included in Partnership or accessible for Partners only. This is compared to programming available for the public for free or on a fee-for-service basis. This approach will allow to

Lab/Shul to clearly articulate the benefits of Partnership while enabling Partners to “buy in” at a price that fits their financial and time capacities. The model also provides context for a clear journey/commitment curve toward Partnership.

OPEN AND FREE TO ALL	OPEN TO ALL + \$ FEE <i>(discount or free for Partners)</i>	PARTNERS ONLY FREE	PARTNERS ONLY + FEE
<b>SHABBAT RITUALS AND COMMUNITY EVENTS</b> <ul style="list-style-type: none"><li>Sabbath Queen (Fri. Eve)</li><li>Soul/Spa (Sat AM or PM)</li><li>Small Community-led Programs Kaddish Club Dinners, Justice Team, Trans+ GNC, Soup Circle, Feast Team</li></ul> <b>HOLIDAY PROGRAMMING</b> <ul style="list-style-type: none"><li>Most Holiday Programs (Sukkot, Hanukkah, Shavuot, Yoms, 9Av)</li></ul> <b>LIFECYCLE</b> <ul style="list-style-type: none"><li>Virtual Kaddish Call</li></ul> <b>LEARNING</b> <ul style="list-style-type: none"><li>Digital resources - [blogs, how-tos]</li></ul>	<b>HOLY DAYS</b> <ul style="list-style-type: none"><li>High Holy Days (50% off for PH)</li><li>Holiday celebrations, e.g. Purim and Passover Freedom’s Feast (50% off for PH)</li></ul> <b>SHABBAT RITUALS</b> <ul style="list-style-type: none"><li>Zen Shabbat (Free for PH)</li><li>The Slow Down (Free for PH)</li></ul> <b>LEARNING</b> <ul style="list-style-type: none"><li>Alef/Bet Classes with Amichai (20% for PH)</li><li>Pray/Tell (Free for PH)</li></ul> <b>LIFECYCLE</b> <ul style="list-style-type: none"><li>Raising the Bar (20% off for PH)</li><li>Weddings (20% discount for PH)</li><li>Baby Namings (Free for PH to 20% off, venue dependent)</li><li>Funerals &amp; Shiva Visits (Suggested donation)</li></ul>	<b>STEWARDSHIP</b> <ul style="list-style-type: none"><li>Vote in community matters</li><li>Invitation to town halls (2x)</li></ul> <b>PASTORAL CARE</b> <ul style="list-style-type: none"><li>Priority Pastoral Meetings and Visits</li></ul> <b>COMMUNITY PARTICIPATION</b> <ul style="list-style-type: none"><li>Priority seating for special events</li><li>Invitation to Partnership home dinners (shabbat 2 go)</li><li>Exclusive Celebrations (e.g., Hi Five event, Sing Alongs and Song Circles)</li><li>Community directory</li></ul> <b>HOLIDAY PROGRAMMING</b> <ul style="list-style-type: none"><li>Priority seating for special events</li></ul>	<ul style="list-style-type: none"><li>Community retreats (e.g., RTB families, GENErate, etc.)</li></ul>



LONGER-TERM: WHERE MEMBERSHIP IS GOING IN THE FUTURE

Lab/Shul envisions itself as a financially prosperous organization supported by a community-driven Partnership model that fully embodies “everybody-friendly.”

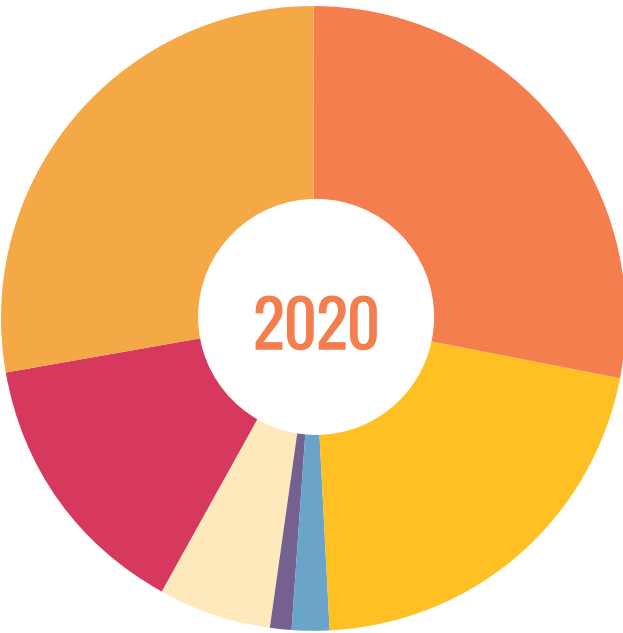
BECOMING FINANCIALLY PROSPEROUS THROUGH OUR PARTNERSHOOD

By 2020, Lab/Shul aims for its Partnership model to be the **primary driver of revenue growth**, accounting for 30% of revenue. Additionally, the decoupling of membership from High Holy Days and the digital monetization of signature Lab/Shul content and online courses, Lab/Shul plans to expand programming revenue to 30%.

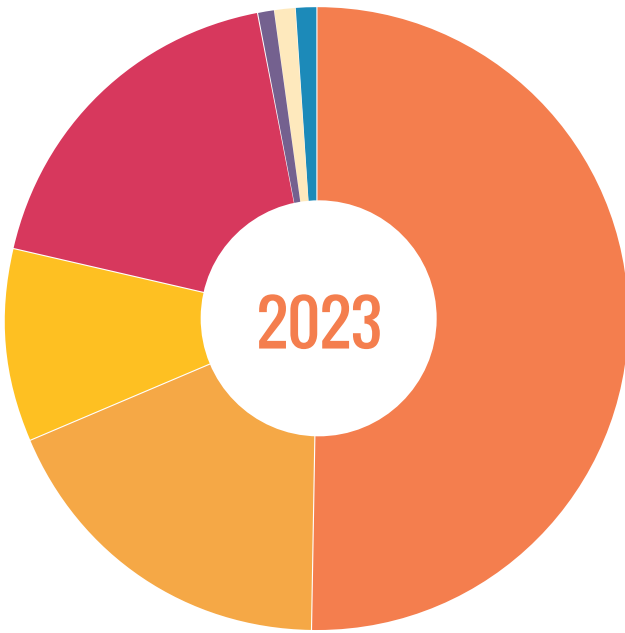
In support of this, Lab/Shul aims to hire a Director of Development & Membership in 2021 to oversee Partnership and fundraising. This role will create a strategic roadmap for Partnership that will inform the outreach and on-boarding of new Partners.

This person will also lead further fundraising efforts including grants, donations, and (eventually) a capital raise.

By 2023, Lab/Shul aims for its Partnership model to account for 50% of revenue. **Belonging and community are of equal consideration** to revenue as we build Lab/Shul’s Partnership of the future. In this way, community and revenue work hand in hand; community drives revenue, and revenue supports and enables the wellbeing of the community.



- Partnership, 30%
- Fundraising, 26%
- High Holidays, 21%
- Raising the Bar, 14%
- Lifecycle, 2%
- Digital/Monetization of Content, 1%
- Other programs, 6%



- Partnership, 50%
- Fundraising, 18%
- High Holidays, 10%
- Raising the Bar, 18%
- Lifecycle, 1%
- Digital/Monetization of Content, 1%
- Other programs, 2%



MAKING AN EVERYBODY-FRIENDLY PARTNERSHOOD

Additionally, understanding that demographic representation can dramatically influence who feels included, actively participates, and holds power in communal spaces, **Lab/Shul will ensure that its Partnership includes those who self-identify as part of populations typically underrepresented in normative, socially conventional, synagogue life** including, but not limited to:

- Gender fluid or non-binary
- LGBTQIA+
- In a multi-faith marriage or partnership
- Jews of patrilineal descent
- Jews of color
- Individual income below \$50K or household income below \$75K

By 2020, Lab/Shul will complete a comprehensive, qualitative study of inclusivity in Jewish communal spaces and create a strategy for engaging and ensuring representation of various historically marginalized populations as mentioned above at Lab/Shul.

Also by 2020, Lab/Shul will complete the first phase of a multi-level, anti-oppression training program for its staff and board. The training will address preconceived notions of race, gender, ethnicity,

etc., in relation to Judaism to help eliminate overt and subtle prejudice and discrimination within our community, ensuring that truly everybody is effectively welcomed, included, and represented at Lab/Shul.

By 2022, Lab/Shul aims for 20% of its Partners to be comprised of people who identify as earning <\$50K individually or belonging to a <\$75K income household. Monetary and time contributions are of equal importance, and all Partners are encouraged to give their time, regardless of financial contributions. **A culture of volunteerism** that both supports Lab/Shul’s organizational capacity as well as the community is vital to fulfilling this vision.

By 2023, 30% of Lab/Shul’s Partnership, staff, board, and other volunteer leadership is comprised of community members who self-identify as part of the above-listed populations who are typically underrepresented in normative, socially conventional, synagogue life including. In addition, Lab/Shul’s programming will reflect the specific needs of these populations, ensuring that Lab/Shul lives up to its mission as a creative, constantly evolving, everybody-body friendly pioneer in the Jewish communal world.



## DEFINE TARGET MARKETS AND PRIORITIZE PROGRAMS

Lab/Shul has clarity on the range of people it serves and the programs it creates for them, creating pathways for increased engagement and authentic communal bonds.



We will know that we are successful when **event attendance is representative, a core group of households regularly attends events and participates in the community, programming exceeds the community's needs, and we scale Raising the Bar.**

## LAB/SHUL'S VISION FOR TARGET MARKETS & PROGRAMMING

Lab/Shul envisions its programming as the steady drumbeat that amplifies connection and stability. It does this by growing and deepening community engagement with regular events and reoccurring attendance.

Lab/Shul's everybody-friendly mission means programming inherently targets a diverse range of people. Therefore, programming aims to provide pathways for all Partners to authentically belong through intimate community groups. This is supported by a reliable cadence and structured program offering.

2019

- Lab/Shul defines a plan to monetize core programming and products.

2020

- Attendance at events reflects the organization's commitment to serving those typically underrepresented in conventional synagogue life.
- A core group of approximately 275 households (Partners or otherwise) attend Lab/Shul programming and events on a monthly basis.
- 30% of monthly attendees engage in a community-led programs or small groups at least four times per year.
- Lab/Shul monetizes its signature programming and products accounting for 30% of revenue.

2021

- 80% of the community reports that programming meets their needs "Very Well" or "Extremely Well," an increase from 50% in 2019.
- Lab/Shul offers a diverse and intentional set of programmatic offerings across its core, prioritized personas, each with a clearly defined journey towards engaged Partnership.

2022

- 75% of monthly attendees to engage in a community-led program or small group at least four times a year.
- Lab/Shul invests in scaling Raising the Bar (both in NYC and in one to three additional cities around the U.S.A) and rolls out GENerate, a new rite of passage program for adults.
- Lab/Shul hires a Programming Director.



## WHERE TARGET MARKETS & PROGRAMMING ARE TODAY

Today, Lab/Shul’s programming includes several popular cornerstones, including High Holy Days, Sabbath Queen, Raising the Bar, Aleph Bet, Purim, and more. Research revealed that community members want many different types of programs that serve their own demographic.

At the same time, community members struggle to navigate current programming due to lack of consistency, readily available event information, and clarity around what is included (or not) in the SeasonPass.

Only 50% of community members report that existing programming meets their needs “Very Well” or “Extremely Well.”

Additionally, while some community members prefer to attend only High Holy Days and remain within Lab/Shul’s outer engagement ring, other community members are seeking familiar faces at more frequent events. This latter group is looking for an inner engagement ring within the community. The sense of community, belonging, and intimacy for regularly attending community members is currently lacking. The majority of existing programming is produced,

hosted, and led by Lab/Shul’s ritual leaders and Rabbi Amichai (though there are some exceptions to this, including the Kaddish Club). Combined with Lab/Shul’s efforts to serve many demographics, the organization and staff are challenged by prioritization, regular cadence, structure, and staff burnout.

It is important to note the long-time success of Raising the Bar (since the Storahtelling days) in both meeting Lab/Shul’s mission, engaging new families and generating revenue. This leads to the conclusion that **further investments need to be made in Raising the Bar** in the next five years.

With this in mind, Lab/Shul will leverage the success of Raising the Bar and launch “Becoming”, an umbrella program encompassing Raising the Bar and GENerate, a new rite of passage program for adults.



## IMMEDIATE TERM: PROGRAMMING AS COMMUNITY & MISSION BUILDING

Based on extensive community research, **Lab/Shul will prioritize ritual, education, and social justice programming, taking care to offer programming on a more regular basis and with a stronger cadence and structure.**

This will include include continuing the success of existing programs such as Raising the Bar, Sabbath Queen, Aleph Bet, Kaddish Club, Salons, and more. New programming will also be developed, particularly around lifecycle events, as well as children’s and adult educational programming.

Rather than narrow its focus toward a few target markets as initially anticipated at the beginning of the Strategic Planning process, **Lab/Shul will deepen its commitment to serving a diverse set of demographics and those typically underrepresented in conventional synagogue life**, as supported by its lay-leadership and volunteer efforts. By 2020, Lab/Shul aims for attendance at events to reflect the organization’s commitment to serving those typically underrepresented in conventional synagogue life, as determined by direct community member feedback, self-identification on annual surveys, and informal interviews.

Lab/Shul will use programming as a vehicle to foster a sense of **belonging and intimacy** and grow the core inner circle of community members. The new membership model will incentivize members to both host gatherings and attend more regularly by including more targeted community-led programming. By the end of 2020 Lab/Shul aim for there to be a core group of approximately 275 households to attend monthly Lab/Shul programming and events.

As supported by research, a major emphasis will be placed on **small community groups**, many of which will be led by community leaders. These cater to the community’s varying demographics, including Baby Boomers, single people, and many more.

Lab/Shul imagines small groups as an opportunity for members to authentically engage and develop more personal community relationships, strengthening Lab/Shul’s inner circle and developing more intimate relationships within it. By the end of 2020, Lab/Shul aims for 30% of monthly attendees to engage in a community-led programs or small groups at least four times per year.

Additionally, by 2021, Lab/Shul will also invest in and scale Raising the Bar, both here in NYC and in one to three additional cities around the country where there has been significant demand (e.g., Silicon Valley, Detroit). Families will be recruited and new trainers will be brought on to meet this effort.

Additionally, Lab/Shul will roll out a similar cohort-based coming-of-age program for adults, GENerate, which has already been piloted with individuals over the past two years. In support of this, Lab/Shul will hire a Programming Director to oversee Lab/Shul’s core ongoing programs, with a special focus nationally scaling the Becoming programs.



LONGER-TERM: GLOBAL COMMUNITY SCALE & CONTINUOUS ITERATION

Lab/Shul envisions its programming to be replicable and scalable through self-organized groups, whether in person or online. This includes its small group and community leadership model and signature programs such as Raising the Bar. Increasingly, Lab/Shul will seek opportunities to host programming online.

Once Lab/Shul has completed laying the groundwork for community-led programming with a more regular cadence and structure and building a core, engaged community, the organization will turn its sights toward **scale**. By 2024, Lab/Shul aims for 75% of

monthly attendees to engage in a community-led program or small group at least four times a year.

Additionally, Lab/Shul will regularly assess whether programming meets the needs of its growing, evolving community. This will be done through surveys and other tools. By mid-2021, Lab/Shul aims for 80% of the community to report that programming meets their needs “Very Well” or “Extremely Well,” an increase from 50% in 2019.



"Lab/Shul is as an experimental emergency organ transplant that transfers the beating heart of Judaism into a communal body that better reflects our lives. You seek not to replace but to redesign, to replenish, to reconnect, and to redefine."

- LAB/SHUL COMMUNITY PARTNER



LAB/SHUL’S VISION FOR BOARD & COMMUNITY LEADERSHIP

Lab/Shul envisions its board and community leadership as stewards of inclusive belonging through Lab/Shul’s model of Jewish spiritual connection and engagement.

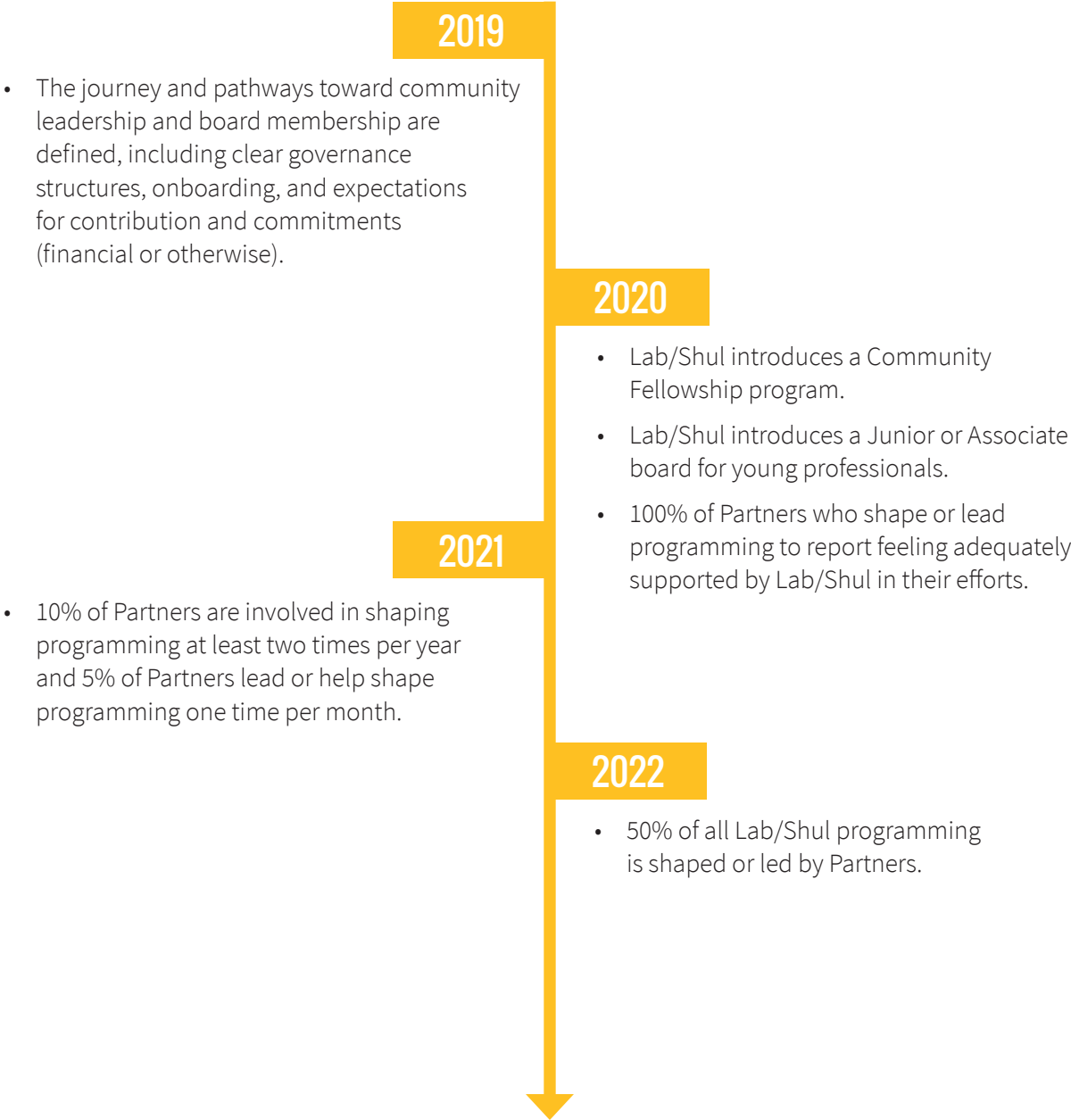
As a sustaining force of strength and connection for the community, Lab/Shul’s board and community leadership will enable Lab/Shul to grow its programming and reach beyond the capacity of Rabbi Amichai and Lab/Shul’s team alone. Lab/Shul will do this through predefined and naturally-aligned pathways that empower Partners to contribute to and share in the organization’s success.



DEVELOP PATHWAYS FOR BOARD & COMMUNITY-DRIVEN LEADERSHIP

Lab/Shul increases investment and engagement in its community by creating pathways for Partners to build their leadership and contribute their money, skills, and time

We will know that we are successful when pathways toward community and board leadership are defined and programming is truly community-led.



WHERE BOARD & COMMUNITY LEADERSHIP ARE TODAY

Today, Lab/Shul’s board and community leadership consists of legacy community members from the organization’s days as StorahTelling and others who are fans of Rabbi Amichai. This group is passionate about what Lab/Shul presents.

Some board members and select lay leaders contribute their time to various initiatives and programming. However, the expectations around board membership, financial commitment, governance, and responsibility are unclear and unenforced. The board also lacks a development plan for potential new members to learn about and become involved in this level of leadership.

**Nearly 45% of the community has volunteered with Lab/Shul in the past, including 56% of current SeasonPass holders.** Research reveals the volunteer experience often leaves more to be desired. Volunteers seek more specific roles that speak to members’ unique qualifications and interests, as well as clear communication and coordination.

Additionally, the majority of Lab/Shul’s programming is led by Lab/Shul’s in-house ritual team and Rabbi Amichai, with few exceptions. Members report that they’re not aware of how to contribute in a leadership capacity, though they’re happy to do so when asked. This dynamic inherently limits Lab/Shul’s growth, as well as contributing to staff burnout.

IMMEDIATE TERM: PATHWAYS TOWARDS LEADERSHIP & CULTURE OF PARTICIPATION

To enable its vision of board and volunteer leadership that contributes toward and shares responsibility in Lab/Shul’s growth, stability, and community connection, Lab/Shul will define **clear pathways towards board and volunteer leadership** by the end of 2019.

Based on feedback from current board members, pathways for board leadership will include a clear board governance structure, active roles in at least one strategic committee, and clear expectations for contributions and commitments, financial or otherwise. Lab/Shul will also evaluate its current board to ensure members’ areas of expertise align with Lab/Shul’s future needs.

By the end of 2019, Lab/Shul aims for all board members take an active role in at least one strategic committee. Lab/Shul will also introduce an Associate or Junior board for young professionals in 2020 to support fundraising, community building, and digital efforts.

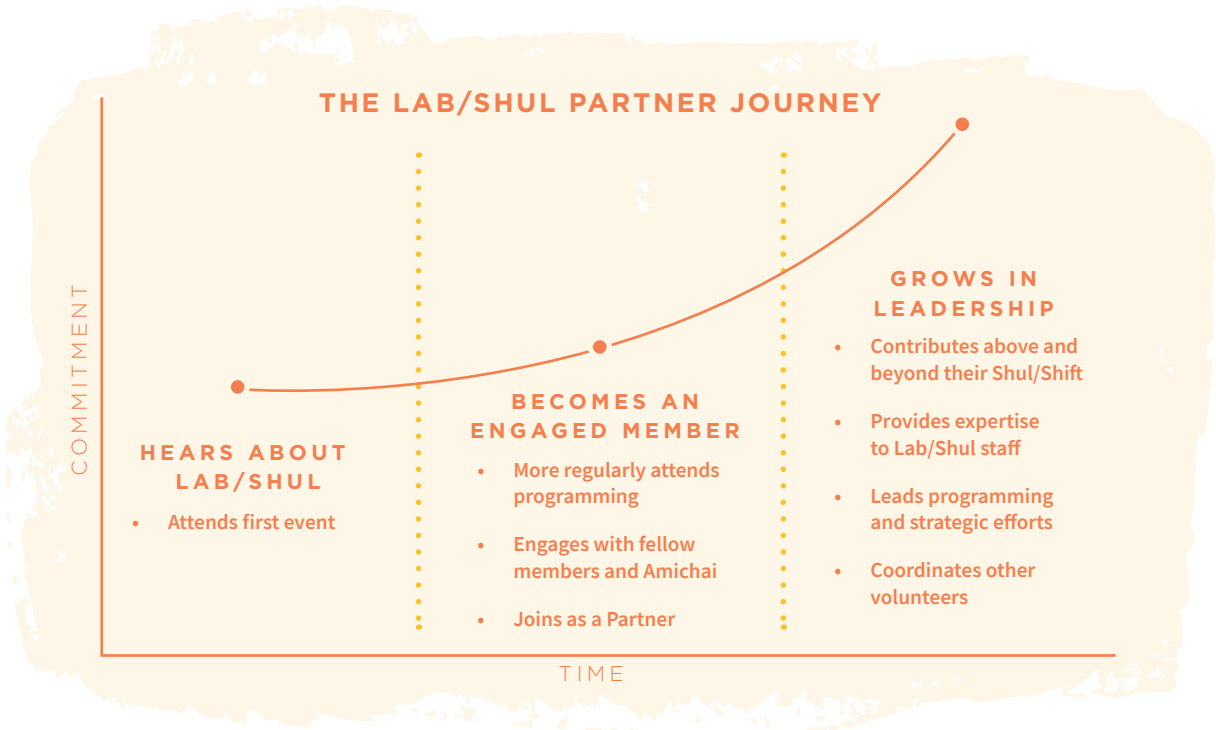
Lab/Shul will continue fostering a culture of volunteerism that both supports Lab/Shul’s organizational capacity and the wider community. **All community members will be asked to contribute, and all Partners will be asked to give their time with a minimum of one “Shul/Shift” per year, regardless of financial contributions.** Time may be given in ways that feel best suited to the member across pre-defined volunteer committees, such as Rituals, Community Groups, Strategic Projects, or Digital. Partners may, among many options, host a community group or dinner in their home, facilitate a regularly-occurring ritual, or advise the Lab/Shul team on an area of their expertise.

Research identified everybody-friendly translations, introductions to other Lab/Shul members, and music as key elements of Lab/Shul programming/events that would need to remain core to the experience in order for lay-led events to “feel like “Lab/Shul.”

To that end, Lab/Shul will invest in its own capacity to guide and support volunteers appropriately, as well as train lay leaders in Lab/Shul’s unique processes. This may include volunteer seminars, monthly committee calls, and training materials.

Research also showed members would prefer the Lab/Shul team to be present at such events, though Lab/Shul imagines their team’s roles in such events to diminish over time as lay leadership grows. By the end of 2020, Lab/Shul aims for 100% of Partners who shape or lead programming to report feeling adequately supported by Lab/Shul in their efforts.

Additionally, speaking to Lab/Shul’s intent to be everybody-friendly in its Partnership model, Lab/Shul will introduce in 2020 a **Community Fellowship program**. This one year position will be made available to 10-15 people within the Lab/Shul community. Those who apply can be selected for specific programmatic roles (E.g. art, ritual, social justice teams etc.). They will commit to providing Lab/Shul a set amount of dedicated volunteer hours per month in exchange for being a Partner. The fellowship also offers Partners the opportunity to both help Lab/Shul and also to broaden their professional or personal skills and portfolios.



THE LAB/SHUL PARTNER JOURNEY

We imagine the Lab/Shul community member journey to be one of increasing and deepening commitment and engagement. Each community member is drawn into Lab/Shul’s gravitational pull based on their unique motivations. As a community member moves toward Lab/Shul’s inner ring of engagement, they are more likely to move toward leadership roles within it in ways they are best able.



LONGER-TERM: COMMUNITY-DRIVEN PROGRAM  
DEVELOPMENT & SUCCESSION

Longer term, Lab/Shul’s board and lay leadership will focus on scale and sustainability of the organization’s reach and operational capacity.

Once the foundation for lay leadership has been set and reinforced with structure, Lab/Shul will look toward increasing the number of Partners involved in shaping and developing programming. By mid-2021, Lab/Shul aims for 10% of contributing Partners to be involved in shaping programming at least

twice per year and for 5% of Partners to lead or help shape programming once per month. This might look like a Partner hosting or co-hosting a Shabbat dinner or a small group for Baby Boomers, new parents, or empty nesters. By 2024, Lab/Shul 50% of all programming is shaped or led by Partners. In addition, the Board of Directors is a highly functioning body of leaders that directly reflect the diverse demographics of the Partnership.



"Lab/Shul is the only place  
where I feel I'm being  
challenged at the core  
about myself and Judaism."

- LAB/SHUL COMMUNITY MEMBER



### INVEST IN A UNIQUE PERMANENT SPACE/HOME

Lab/Shul fosters a sense of permanence and stability for its staff and community members through a shared physical space that embodies Lab/Shul’s artist-driven and everybody-friendly values, supports Lab/Shul’s multi-faith families and fosters multi-faith partnership, while continuing its experimental, “pop-up” ethos.

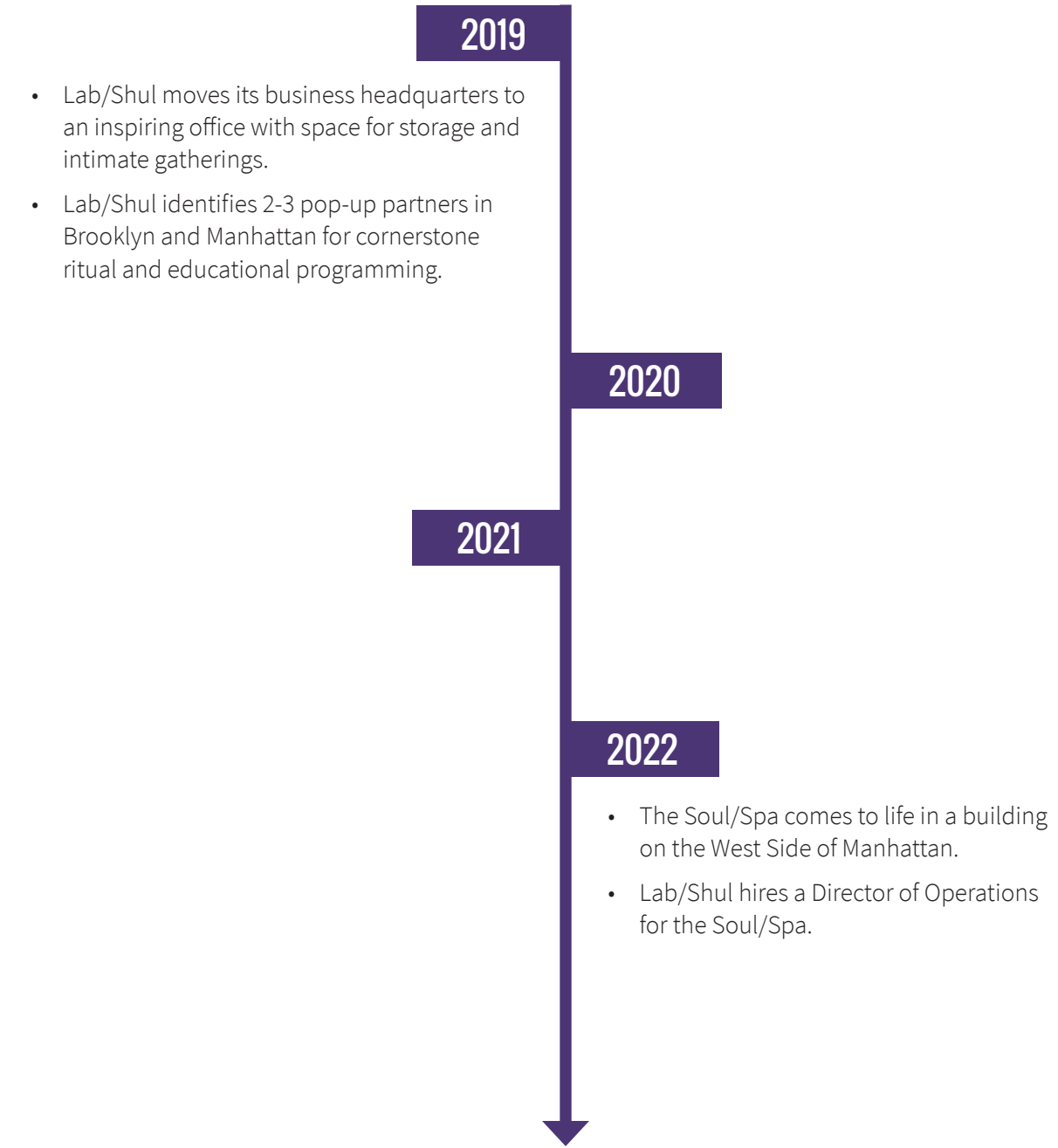
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We will know that we are successful when  
**Lab/Shul’s team has a new office space, pop-up locations are more predictable, and the Soul/Spa opens its doors.**

## LAB/SHUL’S VISION FOR A PERMANENT SPACE/HOME

Lab/Shul envisions a permanent home that fosters stability for members and the Lab/Shul team and provides a gathering place for the community.

From this place of strength and security, Lab/Shul will grow and thrive. Ultimately, Lab/Shul imagines a multi-faith community center where we gather with like-minded organizations to realize the cultural, religious, and societal shifts toward inclusive belonging Lab/Shul seeks.





"The bottom line is not Jewish, it is human."

- RABBI AMICHAÏ

WHERE PERMANENT SPACE/HOME IS TODAY

Today, Lab/Shul is a pop-up community that moves between Manhattan and Brooklyn for ongoing programming and events. Much of Lab/Shul’s success to date can be traced to its everybody-friendly ethos, which has included a “location friendly” mindset. Lab/Shul’s core programs are often hosted with partners including JCC Harlem, Judson Memorial Church, New York Zen Center for Contemplative Care, and other like-minded spiritual and location partners. This approach has been incredibly successful in attracting diverse attendees across ZIP codes, making it **accessible** to those who might not have originally engaged with a community like Lab/Shul.

At the same time, this pop-up ethos comes with costs to the Lab/Shul team and community. From the emotional and physical strain team members

feel setting up and breaking down each event to the transient nature of community that exists when moving between different spaces, it’s clear that **there is a strong desire to feel a sense of home beyond emotional and spiritual constructs.**

In our research process, we learned that critical to Lab/Shul’s success is balancing a healthy tension between investing in a permanent space while maintaining Lab/Shul’s well-known (and loved) pop-up ethos. A permanent home will provide a sense of familiarity – and ritual – for the Lab/Shul community while easing the strain of pop-up event production and logistics on the Lab/Shul team. Meanwhile, the energy of a pop-up and a sense of continuous change and adaptability can remain core to Lab/Shul’s identity.

IMMEDIATE TERM: NEW OFFICE SPACE & POP-UP PARTNERSHIPS

While building towards the vision of a permanent home in a multi-faith spiritual and wellness center, Lab/Shul will address its immediate space needs by identifying two to three core pop-up partners in 2019 across Brooklyn and Manhattan for cornerstone ritual and educational programming. Smaller events may continue to pop up in other locations (e.g., in a Partner’s home, Lab/Shul’s offices, or with a strategic partner) from time to time. The core of community programs will regularly rotate between these locations for predictability and ease of storing supplies and materials.

In parallel, Lab/Shul will move its business headquarters in 2019 to an inspiring and welcoming office space that reflects the forward-thinking mindset of the organization. Lab/Shul imagines this space to be an open and inviting space with room for staff meetings, intimate community gatherings, small lay led events, and programming such as Aleph-Bet, study circles, or Family Lab. A critical requirement is storage space for event supplies.

LONGER TERM: “THE SOUL/SPA”: A MULTI-FAITH HOME FOR SPIRITUAL WELL-BEING

Lab/Shul imagines a future, permanent home that exists as a dynamic, multi-faith, spiritual, wellness, and community center. As conceived by Rabbi Amichai, **the Soul/Spa** will come to life by 2022 in a building owned or leased by Lab/Shul and will invite progressive Christian, Muslim, Buddhist, Zen, and other faith/wellness partners to co-share space alongside them.

The center will serve as a **community hub for all of Lab/Shul’s regular programming, as well as co-designed programming with a suite of aligned partners.** It will also serve as a significant revenue

generator for Lab/Shul through market rate space rentals for weddings, B Mitzvahs, and other parties/events. In support of this, Lab/Shul will hire a Director of Operations for the Soul/Spa in 2022.

Lab/Shul will search for a location on the **west side of Manhattan**, as well as consider other options that serve the core of its community. Our vision is that the Soul/Spa inspires other communities around the country to adopt a similar model by leveraging assets from a cross-section of communities who come together to create deeper meaning and connection than they could alone.





### BUILD ROBUST DIGITAL CAPABILITIES

Lab/Shul creates a robust set of integrated digital capabilities that enable Lab/Shul to extend its reach, providing programs that meet people wherever they are around the globe and facilitate clearer communication between Lab/Shul headquarters and all program participants as well as with each other. Monetizing this digital capability will be a significant revenue stream for Lab/Shul in 5 years.



We will know that we are successful when  
**Lab/Shul updates its basic digital infrastructure  
and defines and implements the strategies for more  
advanced technological progress.**

### LAB/SHUL’S VISION FOR A DIGITAL HOME

Lab/Shul envisions its community to extend beyond four walls and the time it gathers together for events in NYC. A digital ecosystem with global reach will increase connection with Lab/Shul’s community, enable monetization of content across expanded channels, and enable world-wide influence that shifts cultural, religious, and social norms toward a comprehensive practice of inclusive belonging and truly accessible Jewish ritual.

2019

- Lab/Shul launches a redesigned, mobile-friendly website with a Partner portal and calendar.
- Lab/Shul implements Shul/Cloud, a CRM with event RSVPs, payments, and communications.
- Lab/Shul introduces a new social media strategy.
- Lab/Shul implements a Live Stream strategy for regularly designated ritual and educational events.

2020

- Lab/Shul defines a research and evaluation strategy for expanding community, programming, and impact through technology.
- Marketing and branding strategies are fully implemented.

2021

- Lab/Shul hires a Digital Director.



## WHERE LAB/SHUL’S DIGITAL “HOME” IS TODAY

Lab/Shul’s ambitions for a connected and inspired community have outgrown its current digital operations and capabilities. While its digital footprint is expanding through website signups, digitally available content, and social media,

Lab/Shul lacks the basic digital infrastructure to grow and sustain its mission. It is specifically lacking in digital mechanisms to deepen engagement with both current and new Partners.

## IMMEDIATE TERM: BASIC DIGITAL INFRASTRUCTURE & NECESSITIES

Before Lab/Shul can reach towards its vision for a fully realized digital “home,” we must first invest in our basic digital infrastructure and necessities.

In 2019, Lab/Shul will invest further in its social media strategy, implement a CRM, and complete a website redesign with a robust calendar and Partner portal for community connections. This website will be mobile friendly; Lab/Shul is not investing in a mobile app at this time.

Additionally, Lab/Shul will implement a LiveStream strategy for regular ritual and educational events. Research shows more than 51% of the community have attended a Lab/Shul LiveStream event and it is especially useful to those who are unable to travel, live beyond the NYC metro area, or simply enjoy reliving the Lab/Shul experience. This will tie closely to the digital Partnership option.

Once this foundation is complete, Lab/Shul will set its sights on developing a full strategy to bring its message to a global audience in 2020. This will include a full review of marketing channels and performance, as well as review of Partner portal performance.

Toward the end of 2020, Lab/Shul will define a strategy for researching and evaluating the potential of expanding community, programming, and impact through technology, with a focus on features that enable the monetization of digital courses, online groups, and additional content.

In 2021, Lab/Shul will hire its first Digital Director with experience in creating holistic digital environments. This person will be responsible for all technology and digital initiatives as Lab/Shul grows its online presence and community.

"Labshul is my favorite way to light up the darkness with creative energy, centered mindfulness, and 'love above all,' across boundaries in the Jewish community & beyond - and even online!"

- LAB/SHUL COMMUNITY MEMBER

## LONGER-TERM: GLOBAL REACH & DIGITAL ECOSYSTEM

Lab/Shul envisions a comprehensive digital ecosystem including its website, a capability (platform) for delivering interactive programming with streaming video and online tools/content to support both maven methodology and self-directed local programming. This digital ecosystem will **empower people to gather intentionally through online programming** (including Alef Bet and Raising the Bar), with online courses available for Partners and/or for-fee. Key to Lab/Shul’s longer-term digital strategy is digitally scaling Lab/Shul’s signature educational content through online courses. This is a critical area for Lab/Shul’s global community and revenue growth.

Lab/Shul also sees the opportunity to gather and connect via group-focused digital features such as discussion groups, Q&A, and more. Research supports the desire for this type of digital connection, particularly around membership directories and general connection, and further research will inform the specifics of these features and implementation.

This ecosystem may also include additional digital creative content, for example a God-optional podcast similar to NPR’s “On Being.” Further financial resources as well as enhanced digital and organizational capabilities are likely to be required.





## DEVELOP THE LAB/SHUL TEAM INFRASTRUCTURE

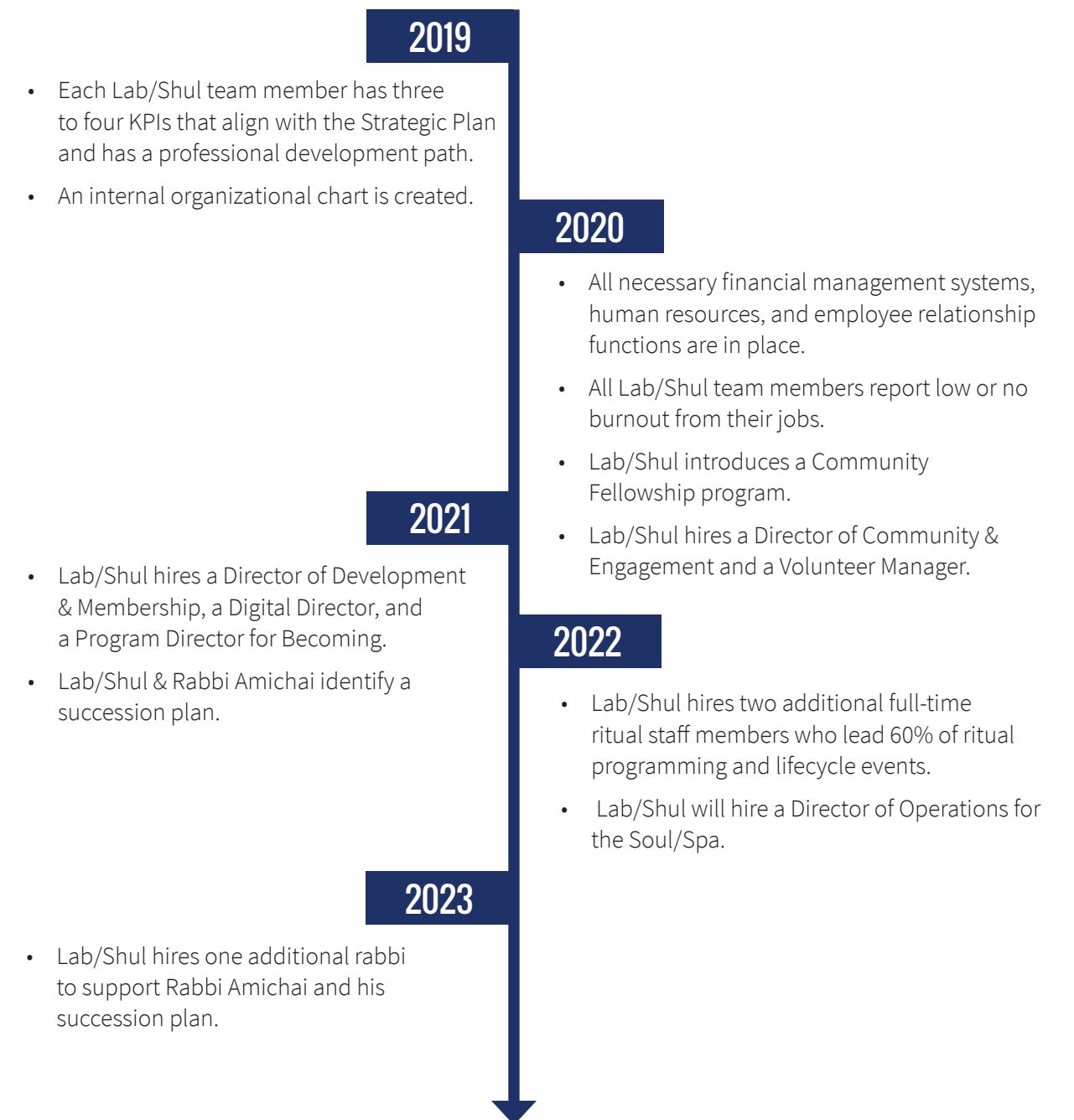
Lab/Shul invests in core infrastructure to support its team including technology, metrics, leadership structures, and well-being.



We will know that we are successful when **each team member has a clear professional development path and we increase our organizational capacity with key hires and less burnout.**

## LAB/SHUL'S VISION FOR INFRASTRUCTURE

Lab/Shul envisions its infrastructure as the stabilizing foundation that prepares Lab/Shul to undertake the opportunity and responsibility for significant global impact, and be a recognized pioneer and model of Jewish spiritual connection and engagement. This infrastructure will equally support the well-being of the Lab/Shul community and team.





## WHERE LAB/SHUL’S INFRASTRUCTURE IS TODAY

Lab/Shul prides itself in its quality of production, distinctive ritual events and programs, rich artistry, and the “special feeling” that it inspires within the community. This vision is embodied within and executed by Lab/Shul’s team, which has made possible a truly powerful and unique community that resonates with a growing community of individuals searching for connection and community, from Jews who seek a new model of Jewish practice to all people, regardless of faith, in search of connection and beyond.

Organizational research revealed room for staff professional development, prioritization of activities across the team, and a clear professional growth model complete with milestones correlating with revenue and community engagement that the team works toward as a unit.

A prosperous, thriving revenue model and strong community are both critical to continuing Lab/Shul’s

work. The majority of the Lab/Shul team reports feeling persistent burnout without a foreseeable opportunity to recover, and some staff feel the success of executing the Strategic Plan comes down to whether or not stress is reduced at work.

Functioning without appropriate operational or technological systems in place and reliance upon overworking team members is not in line with organizational values, not fair or beneficial to staff, and financially destabilizing to the organization. Creating systems, implementing company-wide tools such as accounting software, and hiring strategically will strengthen the organization. Tending to team and individual wellness not only benefits the staff, but ensures that specific functions, knowledge, and the structure of Lab/Shul as a whole does not rest on one, or even a few, people. This ultimately powers Lab/Shul’s organizational and community growth.

## IMMEDIATE TERM: PROFESSIONAL DEVELOPMENT, STAFF WELLNESS & UPDATED TECHNOLOGY

Focus will be set on establishing and measuring staff needs and goals, establishing technological systems, and clearly identifying infrastructure needs in order for Lab/Shul to support its facilities, office operations and production needs.

During the remainder of 2019, each team member will receive three to four **Key Performance Indicators** (KPIs) for their role that ladder up to the Strategic Plan.

By the end of 2019, Lab/Shul aims for all staff to report having a **professional development path** with clear milestones. Additionally, an internal organizational chart will be defined, outlining each role and corresponding responsibilities, as well as the relationships between departments and positions.

By the beginning of 2020, Lab/Shul plans for all necessary financial management systems to be in place including bookkeeping/accounting staff and, if necessary, service providers, hardware, and software. This also includes the board and finance committee leadership supporting professional staff.

By early 2020, Lab/Shul aims for all human resources and employee relations functions to be in place, including a healthy staffing model, clear salary bands, and benefit options including retirement.

Performance management systems will be implemented to ensure staff feel supported in their work toward milestones established in 2019, as well as a path to a greater leadership role, if desired.

It is critical to the success of the organization and the Strategic Plan that, by the end of 2020, all team members report low to no burnout from their jobs. **Efforts to drastically reduce team burnout will be supported by fostering a culture of volunteerism through the Partnership model and lay leadership, therefore increasing organizational capacity.** This also includes expanding Lab/Shul’s team to support the community and growing Partnership.

In 2020, Lab/Shul plans to bring on a Director of Community & Engagement and a Volunteer Manager, both of whom will create structures of support for the community and to set the strategy at-large. Lab/Shul will also launch a Community Fellowship program in 2020 which will allow a group of between 10 and 15 individuals to support specific programmatic and operational roles. Together, all of these roles will serve to engage the community and create space for Lab/Shul staff to cultivate community leadership, therefore increasing internal bandwidth in an environment supported by community leaders.

• • ► **A Key Performance Indicator is a measurable outcome that demonstrates progress towards and evaluates the success of a business objective.**



# LONGER TERM: HIRING & RITUAL LEADERSHIP

Moving into 2021, as Lab/Shul continues to grow and expand its footprint, further hiring will be necessary. In 2021, Lab/Shul will hire a Director of Development & Membership, a Digital Director, a Program Director for Becoming, as well as a Director of Operations for the Soul/Spa. In 2022, Lab/Shul will hire a Director of Operations for the Soul/Spa.

- The Director of Development & Membership will oversee Partnership and fundraising efforts. This role will create a strategic roadmap for Partnership that will inform the outreach and on-boarding of new Partners. This person will also lead further fundraising efforts including grants, donations, and eventually a capital raise.
- The Digital Director will help Lab/Shul create a robust set of integrated digital capabilities that elevate Lab/Shul’s digital platforms. Key to this role will be focusing on online programming and monetizing digital content.
- The Programming Director will oversee Lab/Shul’s core ongoing programs, with a special focus on Becoming and expanding the program nationally.

- The Director of Operations for the Soul/Spa will support the location’s day-to-day operations, event rentals, and activities.

In parallel, Lab/Shul will expand its internal capacity for ritual leadership alongside the growth of lay leadership. Recognizing the limitations of an organization built around the efforts and leadership of one person, Lab/Shul will move towards a more sustainable organization with lasting viability by identifying a **long-term succession plan by the end of 2021 for Rabbi Amichai**. In 2022, Lab/Shul will bring on two additional, full-time ritual staff members who lead 60% of ritual programming and lifecycle events. By 2023, Lab/Shul will bring on an additional rabbi to support Rabbi Amichai and his succession plan.

With a strong hiring plan in place and the key roles to support Lab/Shul’s strategic initiatives, Lab/Shul will be a thriving and healthy organization that is living out its vision in the world.

## LAB/SHUL’S HIRING PLAN



"The Jewish world needs to shift to adapt to modern times, and a lot of Jewish organizations are afraid of that. We're not, so we're needed."

- LAB/SHUL TEAM MEMBER

## CONCLUSION & NEXT STEPS

Building on its growth over the past seven years, Lab/Shul is preparing for its future. The organization is investing in and strengthening its foundation over the next five years across six capacity areas: Membership, Target Markets & Programming, Board & Lay Leadership, Permanent Space/Home, Digital Home and Infrastructure.

Using the process of design thinking and including a diverse set of voices within its team, board, and community, Lab/Shul co-created visions, objectives, OKRs, and clear next steps for each capacity area. A key goal of this process was to deepen engagement with the Lab/Shul community. In so doing, we were able to directly address the community's needs and reflects their own vision for the future of Lab/Shul.

The foundation laid out in this Strategic Plan will prepare Lab/Shul to make a significant global impact and be recognized as a model of Jewish spiritual connection and engagement. With a strategic path forward and strong execution, Lab/Shul will be positioned to create a cultural, religious, and societal shifts around the world towards a universal, comprehensive practice of inclusive belonging, and accessible Jewish ritual.

Lab/Shul's Strategic Plan will continue to evolve along with the organization as the community's needs grow and change. Under the direction of the Strategic Planning Co-Chairs, Lab/Shul will continue to seize the opportunity to deepen engagement with Partners and to continuously co-create alongside the community. This will enable a shift from Lab/Shul staff-driven programming, to a community-driven platform.

# CONCLUSION & NEXT STEPS

### THANK YOU

Lab/Shul would like to thank the community – previous SeasonPass Holders, future Partners, and the greater community alike – for participating and contributing to this process through attending Community Roundtables and Co-Design Workshops, leading community interviews, participating in community interviews, responding to surveys, and for financially supporting this important work.

Lab/Shul would also like to thank its board, and especially the Strategic Planning Co-Chairs—Jennifer Pehr, Rebecca Rindler, and Jon Silvan—who oversaw this process. Lastly, thank you to **Sharehold** for leading the Strategic Plan and inspiring Lab/Shul to build a more inclusive and values-driven membership.

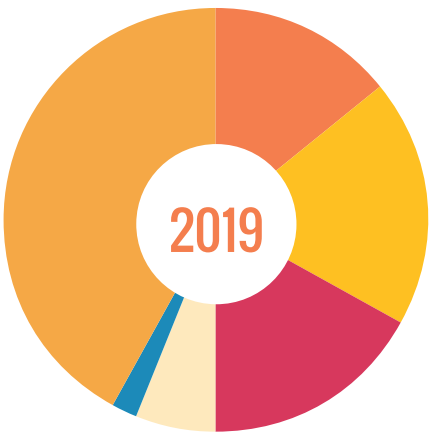
# APPENDIX

- A. Revenue Objectives
- B. Timeline
- C. Programming Decision Making Matrices
- D. Becoming White Paper
- E. Glossary of Terms

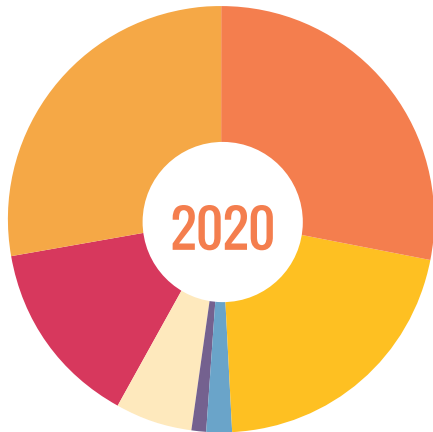
## APPENDIX A: REVENUE OBJECTIVES

Today, Lab/Shul’s revenue is mainly derived from fundraising. It makes up 42% of total revenue - whether applying for grants, getting donations, or sponsorships. Only 17% of revenue today comes from SeasonPass Holders.

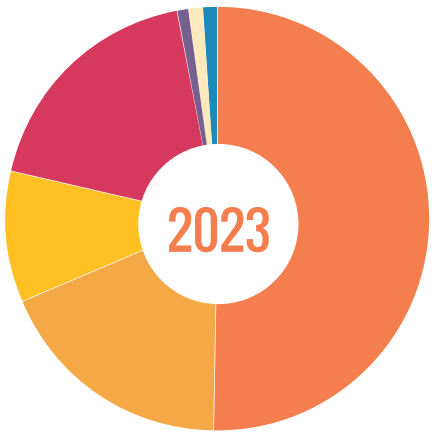
As part of the strategic goals, we aim to flip this paradigm. By 2023, we endeavor to have membership account for 46% of revenue with fundraising at 20%. We also aim to increase revenue coming in from our signature Raising the Bar program, which is described in more detail on page 70.



- Partnerhood, 17%
- Fundraising, 42%
- High Holidays, 19%
- Lifecycle, 2%
- Other programs, 6%
- Raising the Bar, 14%



- Partnerhood, 30%
- Fundraising, 26%
- High Holidays, 21%
- Raising the Bar, 14%
- Lifecycle, 2%
- Digital/Monetization of Content, 1%
- Other programs, 6%



- Partnerhood, 50%
- Fundraising, 18%
- High Holidays, 10%
- Raising the Bar, 18%
- Lifecycle, 1%
- Digital/Monetization of Content, 1%
- Other programs, 2%



APPENDIX B: TIMELINE

For each objective, the Lab/Shul staff and board have developed and delegated key results and targets toward progress. This includes:

2019

TARGET MARKETS + PROGRAMMING

- Lab/Shul defines a plan to monetize core programming and products.

BOARD + COMMUNITY LEADERSHIP

- The journey and pathways toward community leadership and board membership are defined, including clear governance structures, onboarding, and expectations for contribution and commitments (financial or otherwise).

PERMANENT SPACE/HOME

- Lab/Shul moves its business headquarters to an inspiring office with space for storage and intimate gatherings.
- Lab/Shul identifies 2-3 pop-up partners in Brooklyn and Manhattan for cornerstone ritual and educational programming.

DIGITAL

- Lab/Shul launches a redesigned, mobile-friendly website with a Partner portal and calendar.
- Lab/Shul implements Shul/Cloud, a CRM with event RSVPs, payments, and communications.
- Lab/Shul introduces a new social media strategy.
- Lab/Shul implements a Live Stream strategy for regularly designated ritual and educational events.

INFRASTRUCTURE

- Each Lab/Shul team member has 3-4 KPIs that align with the Strategic Plan and has a professional development path.
- An internal organizational chart is created.

2020

MEMBERSHIP

- Lab/Shul’s new membership model is the primary driver of revenue growth, accounting for 30% of total revenue, an increase from 17% in 2019.
- Lab/Shul’s staff and board completes the first phase of a multi-level, anti-oppression training program.
- Lab/Shul completes a comprehensive study of inclusivity in Jewish communal spaces and a strategy for representation at Lab/Shul.
- There are concrete pathways for individuals and organizations to support Lab/Shul, including grants, partnerships, sponsorships, and individual donations, accounting for 40% of revenue.
- Lab/Shul hires a Director of Community & Engagement and a Volunteer Manager.

TARGET MARKETS + PROGRAMMING

- Attendance at events reflects the organization’s commitment to serving those typically underrepresented in conventional synagogue life.
- A core group of approximately 275 households (partners or otherwise) attend Lab/Shul programming and events on a monthly basis.
- 30% of monthly attendees engage in community-led programs or small groups at least four times per year.

- Lab/Shul monetizes its signature programming and products accounting for 30% of revenue.

BOARD + COMMUNITY LEADERSHIP

- Lab/Shul introduces a Community Fellowship program.
- Lab/Shul introduces a Junior or Associate board for young professionals.
- 100% of Partners who shape or lead programming report feeling adequately supported by Lab/Shul in their efforts.

DIGITAL

- Lab/Shul defines a research and evaluation strategy for expanding community, programming, and impact through technology.
- Marketing and branding strategies are fully implemented.

INFRASTRUCTURE

- All necessary financial management systems, human resources, and employee relationship functions are in place.
- All Lab/Shul team members report low or no burnout from their jobs.

2021

MEMBERSHIP

- Lab/Shul hires a Director of Development & Membership.

TARGET MARKETS + PROGRAMMING

- 80% of the community reports programming meets their needs “Very Well” or “Extremely Well,” an increase from 50% in 2019.
- Lab/Shul offers a diverse and intentional set of programmatic offerings across its core, prioritized personas, each with a clearly defined journey towards engaged Partnership.
- Lab/Shul invests in scaling Raising the Bar (both in NYC and in one to three additional cities around the U.S.A.)

and rolls out GENerate, a new rite of passage program for adults.

- Lab/Shul hires a Programming Director.

BOARD & COMMUNITY LEADERSHIP

- 10% of Partners are involved in shaping programming at least two times per year and 5% of Partners lead or help shape programming one time per month.

INFRASTRUCTURE

- Lab/Shul & Rabbi Amichai Identify a succession plan.

DIGITAL

- Lab/Shul hires a Digital Director.

2022

MEMBERSHIP

- 20% of Partners identify as earning <\$50K individually or belonging to a <\$75K income household.
- Lab/Shul creates a bi- or tri-annual capital campaign to raise around a purposeful campaign to galvanize the community around a specific project, raising \$1M+.

INFRASTRUCTURE

- Lab/Shul hires two additional full-time ritual staff members who lead 60% of ritual programming and lifecycle events.

PERMANENT SPACE/HOME

- The Soul/Spa comes to life in a building on the West Side of Manhattan.
- Lab/Shul hires a Director of Operations for the Soul/Spa

2023

MEMBERSHIP

- The new membership model accounts for 50% of revenue.
- 30% of Lab/Shul’s Partnership, staff, board and other volunteer leadership is comprised of and programming reflects the needs of community members who self-identify as part of underrepresented groups.

INFRASTRUCTURE

- Lab/Shul hires one additional rabbi to support Rabbi Amichai and his success plan.

2024

TARGET MARKETS + PROGRAMMING

- 75% of monthly attendees to engage in a community-led program or small group at least four times per year.

BOARD + COMMUNITY LEADERSHIP

- 50% of all Lab/Shul programming is shaped or led by Partners.

APPENDIX C: DECISION MAKING MATRICES

An important part of Strategic Planning is ensuring future strategic decisions can be evaluated in a way that allows Lab/Shul to remain focused on furthering its mission and vision. A decision matrix helps keeping this focus on strategic outcomes for the organization and allows decision making to become a core muscle Lab/Shul builds with its team.

OVERARCHING MISSION & VALUE FOR LAB/SHUL				
ALIGNMENT OF MISSION	STRATEGIC PILLARS	VALUE DIFFERENTIATION	ROI	RISK FACTOR
Is this aligned with our mission?	Does this align with at least one of our strategic pillars?  Does this build structures for growth and prosperity or grow and deepen community engagement?	Is there anything like this happening already?  If so, how will ours be different?	What is the return on investment?  Will we get measurable results for Lab/Shul as an organization, our community, or our team?	What are the potential risks?  Are the risks greater than the rewards?
COMMUNITY				
WHO	EVERYBODY-FRIENDLY		NEED	
Who will this benefit?  Which specific persona are we serving?	Does this provide an opportunity to proactively welcome in diverse groups?		Does this address a need in our community that is not currently being served?  Or, can this serve a need better than an existing activity/offering?	
RESOURCES				
COST	INCOME	CAPACITY	STAFF RESOURCES	PARTNER RESOURCES
What are the total costs of this, including monetary, staffing, resource, and/or emotional costs?	What is the potential for income/revenue?  If none, what is the larger benefit for the organization?	How much capacity does this require of the Lab/Shul team?	Who is leading this effort?  Who else will need to be part of it?	Is there a Partner who can/will contribute to staffing or other resources? (e.g. space, time, money)

Note: Not every program, partnership, or recommendation will satisfy all of these criteria. However, it is important we ask these questions when evaluating new or incoming ideas to understand how they do(or do not) meet these central criteria.



APPENDIX D: “BECOMING” WHITE PAPER

BECOMING: PROGRAM OVERVIEW AND EXPANSION MODEL

BACKGROUND

Lab/Shul, founded by Rabbi Amichai Lau-Lavie and recognized worldwide as a pioneering congregation, is an everybody friendly, artist-driven, God-optional, experimental, pop-up community for sacred Jewish gatherings based in NYC, reaching the world. The Lab/Shul community is dedicated to exploring, creating and celebrating innovative opportunities for contemplation, life cycle rituals, the arts, lifelong learning and social justice. Building on Storahelling’s vision and practice, Lab/Shul seeks to redefine the role of sacred gatherings that nourish our thirst for meaning, connection, spirituality and community.

Reaching a diverse audience of both engaged and lesser affiliated Jews of all backgrounds, ages and orientations, Lab/Shul leads the way in creating the congregation and community of the future. Lab/Shul fills a need for a sophisticated spiritual environment that embraces new social realities—updating Jewish rituals and narratives to serve as an inclusive, dynamic, relevant and progressive voice for the 21st Century.

BECOMING

Rites of passage mark personal milestones with meaning, offering us journeys, rituals, and performances that help us make sense of our lives. In the Jewish tradition, the marking of B Mitzvah (Lab/Shul prefers this gender neutral, inclusive and everybody-friendly reflection of today’s diverse and evolving population) around age thirteen has become a central moment of graduation from childhood, as well as one of the primary opportunities for the family’s engagement with Jewish life and personal/collective identity. In a never-ending effort to provide creative rites of passage and rituals to people at various stages and milestones throughout life, Lab/Shul has built upon this ritual and developed Becoming. Becoming facilitates unique rites of passage journeys and mark milestones in creative, personal, and inspirational ways for people in various stages of life. In order to meet the needs of the entire community, Becoming is presented through two different initiatives offered to the community: 1) Raising the Bar and 2) Generate.



RAISING THE BAR

Raising the Bar is Lab/Shul’s innovative, personalized B Mitzvah program, re-imagining the process and product of this rite of passage in the 21st Century, led by Rabbi Amichai Lau-Lavie along with a community of carefully selected and trained educators and artists. Since 2005 the Lab/Shul team of ritual leaders, artists and educators have worked on redesigning the process and product of the B Mitzvah experience, offering a unique, artistic, inclusive and successful model. We have worked with over 100 teens and families in NYC, LA, SF and Israel, across the spectrum of individual needs, learning styles and Jewish identities. Central to Raising the Bar’s unique approach is the implementation of the Storahtelling Maven Method - a signature pedagogy that enables participants to talk back to the Torah, translate and create their own interpretation of the inherited sacred text, becoming storytellers, teachers of Torah, and champions of human values and virtues - as their rite of passage and coming of age.

Currently, Raising the Bar reaches approximately 15 teenagers and their families each year. Key programmatic components consist of: individual and group learning; family learning and programs; social action programming; re-imagined rituals (private or community ceremony); carefully curated post-B Mitzvah activities and actions for Raising the Bar graduates. What sets Raising the Bar apart from other B Mitzvah opportunities are: the child-centered teaching aimed at igniting curiosity, developing skills and providing key building blocks for life-long connection to Jewish heritage and universal values; unique artist-driven curriculum; God-optional ideology that opens a conversation, invites questions, and respects each child’s journey; everybody-friendly approach; full family engagement; digital education techniques; and a no strings attached policy that offers a community without the obligation of membership.

In the thirteen years of offering Raising the Bar as a B Mitzvah option in the New York City Jewish landscape, Lab/Shul has developed a cadre of caring educated, inspired artists, and devoted ritual leaders that have reimagined the B Mitzvah experience to something unique, imaginative, thoughtful, and individualized to each child and family, as per the below success stories:

*“The B Mitzvah was so unexpected and wonderful. I was expecting the usual and this was anything but. How nice it was to actually understand Torah and to not be bored to tears during the service! What an accomplishment it was that you connected us so naturally with your history. It felt so real, and tender, and creative, and deep, and moving.”*

– B Mitzvah Guest

*“Raising the Bar provided a wonderful framework upon which A could build a B Mitzvah service that both embraced tradition and reflected who she is and what is important to her. Not only was the day so much more meaningful than I ever anticipated, but the process leading up to it was incredibly enriching for our entire family.”*

– Raising the Bar Parent

GENERATE

Generate facilitates creative rites of passage journeys and celebrations for adults in their 50s-70s who are living longer, active lives in today’s diverse Jewish community. Through Generate, participants invest in their values, actualize life lessons and define their personal legacies. They become their own storytellers, while marking meaningful moments and transitions, and creating individual rites of passage with the support of a nurturing community. Generate demonstrates the organic continuum of Lab/Shul’s success in creating meaningful life cycle moments and journeys for our community members, and deepens our focus on learning programs for older adults.

Lab/Shul’s Adult B Mitzvah has organically grown out of the Raising the Bar program. Generate meets the growing demand for similar programming for adults. In recent years Lab/Shul has worked individually with members of the community who have wanted to mark personal milestones, including major birthdays, retirement as well as conversions to Judaism, through a personalized adult rite of passage - echoing that of the teen B-mitzvah. Through the development of these journeys, the cultivation of ongoing adult learning programs, and in-depth community organization efforts, Lab/Shul has begun to develop the prototype for Generate, responding to the needs of members of all age cohorts in our community. Thus far, we have created a handful of sacred ritual opportunities for older adults that have been met with great enthusiasm from the participants and the community.

Generate is being developed by Lab/Shul in partnership with B3:The Jewish Boomer Platform, with consultancy by The Formation Project. The first pilot track is planned for Fall 2019-Fall 2020 for 15-20 Lab/Shul community members. During this year participants will engage in monthly group gatherings, individual research projects and coaching, and a weekend retreat. The program concludes with a communal ritual and celebration and a “pay-it-forward” community service volunteering commitment. Our goal is to instill a deep connection between participants as well as their connection to themselves, their loved ones, and their wider community. We hope to capture enough interest to attract 15 Generate participants each year and develop a yearly course, similar to Raising the Bar. Our long-term plan would be to develop a formal curriculum that could be adapted to cities and communities nationally alongside Raising the Bar.





# LOOKING FORWARD

We are delighted with the success we have experienced with Becoming, and are eager to develop and grow the program into the future. Therefore, we are looking to increase our offerings, expand our program model, and increase program participants, and offer a scalable model for national replication. The anticipated three-year growth model plan is as follows:

## YEAR 1: 2019-2020

**Additional Staffing:** In the coming year, Lab/Shul will hire a Becoming Program Director to oversee all planned program enhancement and expansion for Raising the Bar and Generate, and a Becoming Program Assistant to provide administrative support to the Becoming Program Director.

**Redevelop Raising the Bar Curriculum:** During the next year, Lab/Shul work closely with the Becoming Program Director to develop an enhanced written curriculum for Raising the Bar, allowing for consistency amongst all program educators. We will further develop the current teen philanthropy and community service components of Raising the Bar, as well as carefully and creatively thinking about ways to utilize technology to enhance all aspects of the program.

**Develop a Strong Cadre of B Mitzvah Trainers:** In our experience, we have found a lack of professional and proficient B Mitzvah educators. In speaking to colleagues and partners, we recognize that this is an issue that is felt far and wide, and not just locally in New York City. Lab/Shul intends to create a working

group to take charge on the national scene and put into place how we can: 1) professionalize the field of B Mitzvah trainers; 2) with the help of an outside curriculum writer, formalize and document our training program; 3) create a systematic certification to ensure quality control; and 4) ensure sufficient and qualified B Mitzvah trainers. We will begin our work by hosting an in-house B Mitzvah educator training program during summer 2019, with a goal of creating a more formal and larger workshop and training during 2020. We envision this training to include an intensive 5-day intensive workshop with a monthly group follow-up for skill building with a designated mentor.

**Generate Pilot:** Offer Generate as a pilot year-long experience for a group of 15-20 Lab/Shul Community members in their 50s-70s to engage them deeply in rites of passage journeys and celebrations. After one year, we will plan for a program evaluation in order to enhance the program according to what we have learned throughout the pilot experience.

## YEAR 2: 2020-2021

**Expansion of current Raising the Bar program:** In year 2, Raising the Bar seeks to increase participation from 15 participants per year to 30 families per year served in the local New York City community. In addition to scaling the program to reach a broader spectrum of participants, with a larger Raising the Bar participant base, we will have the financial flexibility to offer families a sliding scale approach to tuition.

**Replicate Raising the Bar Nationally:** In an effort to build upon the success Raising the Bar has experienced in New York City and to share our unique approach with other communities who

seek an innovative approach to B Mitzvah, we will look to radiate and replicate our program to other communities. To start, we plan on working with two communities, such as Palo Alto and Detroit. Based on the success of these programs and positive program evaluations, we anticipate adding additional communities going forward.

**Generate:** Continue to develop the Generate program model according to the program evaluation and participant feedback from pilot year. Offer a year-long experience for a different group of 15-20 in their 50s-70s, engaging them deeply in rites of passage journeys and celebrations.

## YEAR 3: 2021-2022

**Expansion of current Raising the Bar program:** In year 3, Raising the Bar seeks to increase participation from 30 participants per year to 45 families per year served in the local New York City community. By increasing our reach to an even broader spectrum of participants, we will be providing even further flexibility in our sliding scale approach to tuition.

**Replicate Raising the Bar Nationally:** Based on the success of the replication and positive program evaluations completed in our first two communities, Lab/Shul will look to build upon the replication model by adding two more communities in Year 3.

We will continue to monitor the success of all our replications through program evaluations, participant surveys, and one-on-one conversations.

**Generate Curriculum:** After two years of Generate, Lab/Shul will work closely with an outside curriculum writer to develop an enhanced written curriculum for Generate, allowing for consistency amongst all program educators and the ability to replicate nationally to other communities (and specifically to those communities that will already be hosting Raising the Bar programs).

# CONCLUSION/FUNDING REQUEST

Lab/Shul is in a pivotal time in program development for creating rites of passage journeys and ceremonies for teenagers and adults, and we are seeking partners to help us as we move along the continuum of developing, formalizing, scaling, and replicating these important initiatives. We are looking for significant investments from a handful of individuals and/or foundations who wish to embark on this unique and meaningful journey with us. We would welcome the opportunity to submit a more in-depth funding proposal and/or to have an in-person meeting to discuss our program in greater detail. On behalf of all of us at Lab/Shul, thank you for the opportunity to share our exciting program developments with you. We hope to partner with you as we bring Becoming to scale, creatively impacting generations to come with meaningful, unique, and deep rites of passage journeys.

# APPENDIX E: GLOSSARY OF TERMS

## GLOSSARY OF TERMS

- **Capacity Areas:** The six capacity areas outlined by Lab/Shul’s Strategic Planning Co-Chairs. They include: (1) board & lay leadership development (2) permanent space/home (3) digital “home” (4) membership model (5) target markets/programming & (6) infrastructure.
- **Lab/Shul community or “community members”:** The broadest sense of Lab/Shul’s community, including those who are paying members and those who are not paying members.
- **Lab/Shul members or “members”:** Paying members via Lab/Shul’s membership model (e.g. SeasonPass Holders or Partners).
- **OKRs:** Objectives and Key Results define in concrete and (ideally) measurable terms the outcomes and results related to top priorities. When you accomplish these, you know you’re on track to fulfilling your priorities and (in the long-term) your vision. OKRs can “ladder up” and “ladder down” to various levels of the team.
- **Strategic Pillars:** The essence and core of the strategy. We like the term “pillars” because they are visual, but you could also interchange pillar with goals or priorities.
- **Strategic Priorities:** Important things for the organization to invest in. Also could be called a “Strategic Pillar.”

