

REPAIR THE WORLD

FY25-FY27

August 2024-July 2027

Adaptive Strategic Plan

Letter from President & CEO and Board Chair

Friends,

Now more than ever, service is vital to a flourishing Jewish community. Service gives us a sense of purpose and a way to proudly live our Jewish values. Coupled with meaningful Jewish learning, it ignites a powerful connection to Jewish life and community. Service meets pressing needs in our communities and builds much-needed bridges with our neighbors.

This plan serves as an aspirational blueprint for the next three years. It affirms that Repair the World is, first and foremost, a Jewish engagement organization; we aspire for every service opportunity with Repair to be a significant Jewish experience. It also affirms our aspiration to be a movement builder, not just a program provider. We will grow a Jewish service movement and make service a defining part of what it means to be Jewish today.

This adaptive strategic plan emerges from 14 years of learning and evaluation. It focuses our work on activating the Jewish community in service by expanding our field activation work and refining our programming in communities.

Since October 7th, our role in providing young Jews with a proud and purposeful Jewish community, and building bridges with our non-Jewish neighbors, is more important than ever. Service can be a powerful unifier for all Jews, and we will engage volunteers with a diversity of perspectives and identities. We seek to sustain and build upon the increase in participation over the past few years and the surge since October so that together we can catalyze one million acts of service by 2030 towards repairing the world.

Yours in service,
Cindy Greenberg, President & CEO, and Robb Lippitt, Board Chair

Strategic Planning Process



Strategic Planning - Why Now?

- **Commitment to Jewish Education**
  - We're on the pathway to ensuring every act of service is a transformative Jewish experience with authentic social impact.
- **Success of Jewish Service Alliance (JSA)**
  - Repair is bringing the JSA to scale; a record-breaking 73k+ participants served and learned with Repair in FY23 through direct programming and field activation.
- **Readiness for Financial Planning**
  - Repair received a transformative one-time $7m investment in 2021; two years in, it's time to reflect on our growth, the spend-down of our board-designated growth fund, and plan for the future as we prepare for key renewals.

**The October 7th massacre, the war in Israel and Gaza, and rising global antisemitism are reshaping our Jewish world. These events occurred during our strategic planning process and became an important lens for determining this strategic plan.*

FY24 Strategic Planning Process Overview

01

EXPLORE

August - September

- Kickoff planning
- Establish process, learning questions, guardrails, and planning team
- Initial input from ET, DLT, Board

02

EVALUATE

October

- Assess current state
- Collect stakeholder input
- Gain understanding of where we are and key growth questions

03

ENVISION

November - January

- Refine Repair's logic model/Theory of Change
- Envision options for the future
- Discuss growth scenarios
- Map and review financial scenarios and implications

04

ESTABLISH

January - April

- Collect feedback
- Finalize strategic plan recommendations
- Draft multi-year adaptive strategic plan including implementation plan, timeline, and budget

FY25-27 Adaptive Strategy



Our Mission, Purpose, Goal, & New Vision



MISSION, PURPOSE, & GOAL

Repair the World mobilizes Jews and their communities to take action to pursue a just world, igniting a lifelong commitment to service. We believe service in support of social change is vital to a flourishing Jewish community and an inspired Jewish life. By 2030, Repair will inspire and catalyze one million acts of service towards repairing the world.

VISION

Flourishing Jewish communities that serve in pursuit of a just world.

Our Updated Theory of Change

Logic Model

Repair the World Logic Model

Mission, Purpose, and Goal

Repair the World mobilizes Jews and their communities to take action to pursue a just world, igniting a lifelong commitment to service. We believe service in support of social change is vital to a flourishing Jewish community and an inspired Jewish life. By 2030, we will inspire and catalyze one million acts of service and learning toward repairing the world.

Inputs

Service Approach
- Jewish learning
- Issue area education
- Hands-on service
- Reflection

Leadership & Team
- Board of Directors & Advisory Councils
- Repair staff & fellows
- Corps members, ambassadors, & alumni
- Service-focused professionals

Partnerships
- Service partners
- Jewish partners & Jewish Service Alliance
- Funding partners
- Issue area experts

Tools & Resources
- Curriculum
- Resonant brand
- Digital tools
- Salesforce

Activities

- Activate Jews (18-39) and their broader communities to serve through one-time, ongoing, and immersive Jewish service experiences
- Equip Jewish service movement leaders and organizations to catalyze service through trainings, customized programs, advising, and resources
- Promote and catalyze service through issue area-based Jewish service campaigns, peer-to-peer engagement, and digital engagement

Outputs

- Number of acts of service & learning
- Number of participants
- Frequency of participation
- Number of programs & trainings
- Number of partners (service + Jewish)
- Number of hours of service & learning total
- Number of services delivered (e.g. meals served)
- Participant & partner satisfaction
- Digital reach

Outcomes

Participants
- Participants have had a meaningful service experience, enriched by Jewish learning
- Through service, participants feel a sense of belonging in Jewish community
- Participants actively engage in broader Jewish life
- Participants have an ongoing commitment to service to pursue a just world

Communities
- Service partners are better able to meet pressing needs
- Participants build deeper relationships with neighbors across lines of difference
- Broader communities see service as an integral part of Jewish community and identity

Jewish Organizations
- More Jewish organizations are equipped with expertise and resources to expand Jewish service
- More Jewish organizations prioritize service and social change

Impact

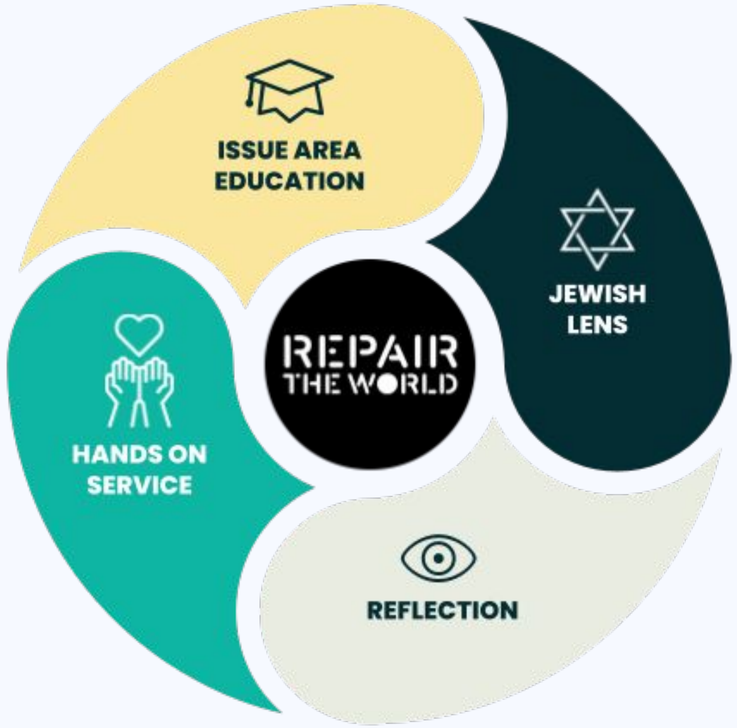
- Participants connect with Jewish service, learning, identity, and communal life
- Jewish service is deeply embedded in individual and collective expressions of Jewishness
- Jews and neighbors build bridges to create connections and encourage understanding of each other
- Service partners fulfill their missions, leading to positive social change
- Service is a defining element of Jewish organizational life
- Jewish communities serve with purpose and intention

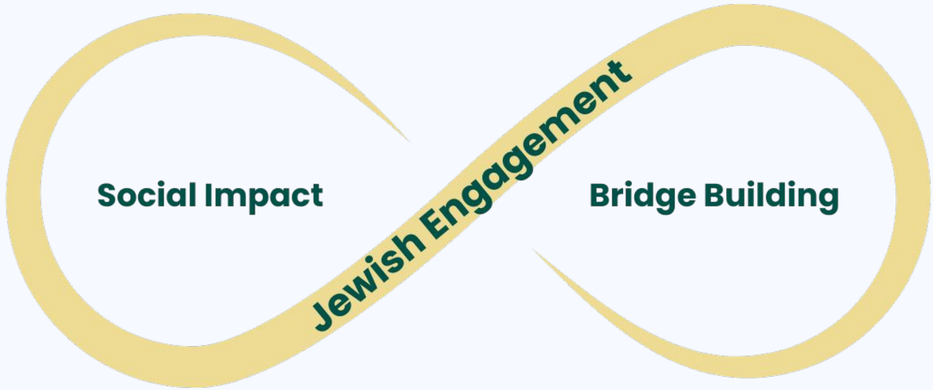
Vision: Flourishing Jewish communities that serve in pursuit of a just world.

Our Approach to Service

leads to

Our Impact





Jewish Service Organization → Jewish Service Platform



Adaptive Strategic Plan Priorities

01

Scale the Jewish Service Movement

Grow a movement through a virtuous cycle of field activation and programming in communities.

02

Deepen Our Impact

Ensure every time someone serves it is a significant Jewish experience with authentic social impact.

03

Ignite Commitment to Jewish Service

Inspire passion and equip ambassadors to share our Jewish service story.

04

Align Our Organizational Capacity and Talent

Talent is our greatest treasure. Nurture talent and strengthen infrastructure to support our impact.

Overview of Growth Plan*

*Includes baseline and growth modules

By 2027, Repair will...

- **Strengthen Jewish impact** and Jewish education across Jewish service movement
- Establish **12+ national partnerships** (33% growth)
- Engage **100,000+ individuals annually** (35% growth)
- Activate **400+ program and storytelling ambassadors annually** (166% growth)
- Increase the number of **ongoing and immersive participants**
- Show increased impact in logic model outcomes (Jewish and social impact)
- Pilot embedded “powered by Repair” partnership model in **3+ communities***
- Invest in infrastructure to align with strategic growth priorities
- **By 2030, catalyze 1 million acts of service & learning**

VISION: Flourishing Jewish communities that serve in pursuit of a just world.

See Field Activation in Appendix

Scale the Jewish Service Movement

Grow a movement through a virtuous cycle of field activation and programming in communities.

01

- Connect field activation and communities program priorities as a virtuous cycle of impact
- Grow and deepen national customized partnerships
- Sharpen direct programming models with 67-75%+ local support, and target ongoing engagement
- Incentivize alumni and other Jewish leaders to lead their peers in service
- Lead field activation efforts to weave and connect the growing Jewish service movement
- Grow micro grant opportunities for Jewish service
- Focus on core demographic (young Jews 18-39)

Repair as a movement builder with a program that showcases Jewish service best practices

Virtuous Cycle Between Field Activation and Direct Programming



Deepen Our Impact

- Center Jewish engagement and connection as our primary purpose
- Ensure every Jewish service movement touchpoint includes meaningful Jewish learning
- Invest in training staff and Jewish service movement leaders on facilitating high-quality Jewish service (Jewish learning, issue area education, hands on service, reflection)
- Strengthen Jewish educational impact, culture, and accountability related to Jewish education
- Increase ongoing and repeat engagement in the Jewish service movement
- Maintain community impact and focus on meeting pressing needs
- Lean into bridge building to address antisemitism*

Ensure every time someone serves it is a significant Jewish experience with authentic social impact.

02

**See Approach to Antisemitism & Bridge Building in Appendix*

Ignite Commitment to Jewish Service

Inspire passion and equip ambassadors to share our Jewish service story.

03

- Develop cohesive MarComm and digital campaigns strategy and infrastructure to expand reach and strengthen brand awareness across Repair and the Jewish service movement
- Refine messaging, storytelling, and brand to expand reach and ensure sustainable funding across strategic priorities with segmented communications by donor profile to speak to the interests of secular funders, institutions, and more
- Equip ambassadors (staff, participants, lay leaders, donors, influencers, etc.) with resources, messages, and training to ignite enthusiasm about Jewish service and increase brand visibility
- Continue to increase traditional media use and social media reach to engage our target audiences and raise awareness of Repair and the Jewish service movement

Align Our Organizational Capacity and Talent

- Deepen Jewish educational strategy with staff, including hiring and training program staff as Jewish educators (develop core competencies) to ensure Jewish depth across Repair's organizational culture, program, and the JSA
- Align organizational capacity, structure, and foundation to achieve and uphold strategic goals and priorities
- Invest in staff support, training, and people & culture
- Foster a culture of respect and belonging through training and consultation on constructive dialogue
- Deepen commitment to equity, including Economic Access Fund and continued training

Talent is our greatest treasure. Nurture talent and strengthen infrastructure to support our impact.

04

Growth Modules

Opportunities to accelerate strategic growth if funding is secured

Field Activation

Grow customized partnerships at large Jewish engagement organizations and increase micro grant funding opportunities to expand Jewish service opportunities

01

National Service

Scale Jewish participation in national service (affinity groups, grow the number of Jews engaged in a year of service)

02

Jewish Impact

Add Jewish educators into direct programming staff, enhance Jewish education consultant structure, and/or build a Jewish educator pipeline

03

Ambassadors

Increase ambassador opportunities for Repair alumni, JSA participants, and other Jewish service leaders to create Jewish service programs to serve and recruit their peers during national campaigns and other key moments during the year

04

Facilitator “Kollel”

Create advanced professional development opportunities for facilitators and field staff with intensive Jewish learning, high-level facilitation practice, group Shabbat and ritual celebration, and practice building new activities for service experiences in Israel and the US

05

Service Matters Convenings

Convene Jewish service movement with designated funding and sponsorships

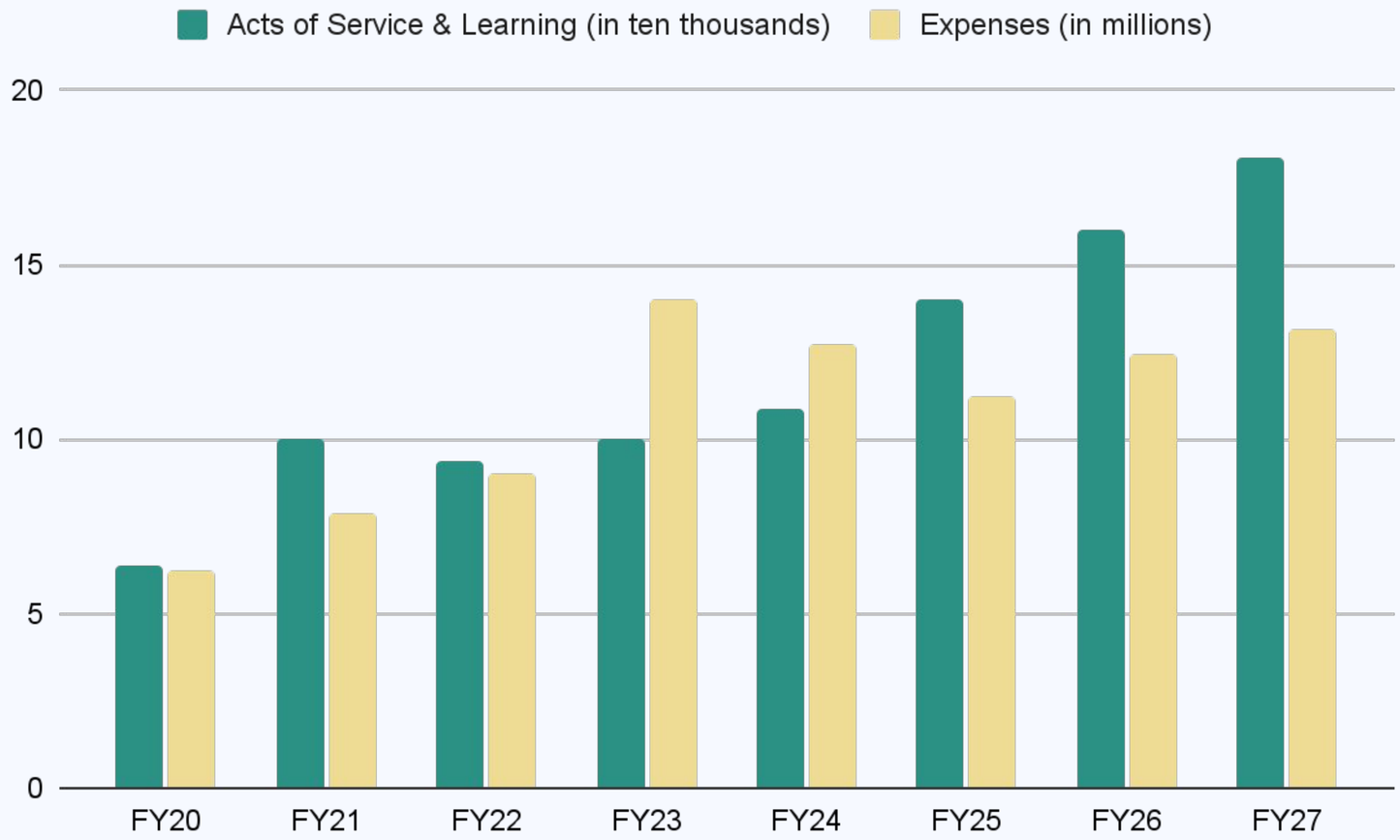
06

Embedded Partnerships

Expand additional embedded “Powered by Repair” models in new communities with 100% designated local funding

07

182% Growth in Acts of Service & Learning
112% Growth in Expenses



Appendix



Approach to Antisemitism & Bridge-Building

- **Inspired Jewish lives and flourishing Jewish communities**
  - In the face of rising antisemitism, Repair the World recommits to creating proud, purposeful Jewish opportunities for young adults.
- **Bridge-Building**
  - Service is a powerful way to build bridges across lines of difference, reducing hate and shifting perceptions of others. We aspire for Jews and neighbors to build bridges to create connections and encourage understanding of each other.
  - Engage non-Jews (currently 20-30% of participants) to serve alongside Jewish participants in communities.
  - Activate volunteers to serve with 200+ non-profit organizations serving low-income, non-Jewish communities annually.
  - Pilot bridge-building cohorts as part of the service corps: Jews and non-Jews engaged in 100 hours of service and learning together.
  - Include measuring impact on perceptions of Jewish community in evaluation.
- **Education**
  - Antisemitism will be integrated into our Jewish educational work around building a just world.
  - Train staff on the American Jewish community and its diversity, and on antisemitism and its relationship to other forms of hate.
  - Promptly acknowledge and address any incidents of antisemitism in our network.

Communities

- **Sharpen** communities focus and impact - emphasize quality of Jewish service; more depth through ongoing and repeat programming; cohesive, consistent, and impactful programming that is mission-aligned
- **Each community will have:**
  - Immersive service opportunity (i.e. service corps) with ambassador micro funding for alumni to engage their peers in Jewish service
  - Partnerships with Jewish organizations to engage in meaningful Jewish service
  - Alumni-facilitated Jewish service with micro funding for alumni to engage their peers in Jewish service
  - Staff (Director + Associate) with experiential Jewish education as guiding skillset to ensure excellent programming
- **What types of communities should we operate in?**
  - Robust populations of Jewish young adults
  - Adequate community support (67%-75%+ local designated funds; strong local advisory council)

Field Activation

- Grow customized partnerships (training and education, immersive service opportunities, micro funding, educational resources, etc.)
- Deepen and expand impact of existing partnerships
- Pilot and strengthen ambassador initiative
- Grow micro grant funding opportunities
- Weave, connect, and activate the Jewish service movement as it grows
- Pilot embedded partnership model "powered by Repair" with shared funding in a small number of communities:
  - Full-time staff member in local Jewish organization receives coaching, resources, and support from Repair the World on Jewish service learning best practices to implement a robust calendar of Jewish service learning programs
- Develop connections with Israeli service movement

REPAIR THE WORLD

Join us as we grow the Jewish service movement.

