

SLINGSHOT

BAY AREA
Edition

in·no·va·tion (noun)

• a mode of operating, of finding new ways to create impact

The Walter & Elise Haas Fund and the Jewish Community Federation of San Francisco, the Peninsula, Marin and Sonoma Counties are pleased to partner with Slingshot to bring you this local edition of *Slingshot*, which highlights innovative organizations in and around the Bay Area.

Introduction

As funders in the Bay Area, we are pleased to partner with Slingshot to bring you this edition of *Slingshot*, which highlights some of the most engaging and inventive organizations in and around the Bay Area.

As you will experience in the pages of this guide, the Bay Area continues to be a hub of innovation in all aspects of Jewish life. We are thrilled to showcase 22 projects in this local edition of *Slingshot*. We hope this guide inspires you to find new programs in which you, your family and your friends can become involved. Visit these organizations' websites, go to their activities and support them financially. We are so inspired by the creativity and commitment expressed by organizations in this region. Join us in celebration and help Jewish life continue to stay relevant and responsive in the Bay Area and beyond!

Stephanie Rapp

Walter & Elise Haas Fund

Danny Grossman

*Jewish Community Federation of San Francisco,
the Peninsula, Marin and Sonoma Counties*

Welcome to the 2017 Bay Area edition of *Slingshot*. As a global hub of innovation and a thriving Jewish innovation scene, the region was an obvious next step for our guide. Nowhere is there more energy and support for global innovation than right here. We are thrilled to present this 2017 guide highlighting a region that is consistently at the forefront of Jewish innovation both on the West Coast and nationally. The Bay Area's Jewish innovators, funders, and community continue to prove that the creative expressions of Jewish life we've highlighted over *Slingshot*'s 12 years are alive and well—and setting the tone—in local communities all over the country.

In 2005, *Slingshot*'s founders set out “to collect, in one digest, some of the more exciting new expressions of Jewish life in America,” to be used by funders of all sizes and ages to support that innovation. As we continue to search out the most innovative projects, we are happy to see local Jewish communities leading the charge with such enthusiasm and creativity. There can be no doubt, in looking through our previous guides, that the Bay Area is home to some of the most innovative projects in Jewish life today. Whether you find new organizations that began in response to a local need or discover a national organization that has opened its doors in the Bay Area to impact local issues, this guide paints the picture of a vibrant community that is setting the pace for

the rest of the country, not only in technology and media but in Jewish life as well.

We hope that you will use this book as a resource to inspire a deeper connection to Jewish life in the Bay Area. Find something that excites you and make a gift or get involved with one of these groups. Your support of their work will strengthen the field at an important moment in our collective history. Your participation in any one of these wonderful programs will inspire you. Supporting continued growth in the sector and helping to nurture an ongoing culture of innovation are critical for the future of Jewish life in the Bay Area and beyond.

Thank you for your interest in the guide. We look forward to hearing your feedback about this Bay Area edition of *Slingshot*. We will continue to highlight innovation in Jewish life and we hope you will join us as we celebrate and explore this exciting space both on and off the page!

Stefanie Rhodes

Executive Director, *Slingshot*

Evaluating Innovation in an Evolving Ecosystem

We are proud to introduce our new approach to both applying to and evaluating applications for the *Slingshot Guide*. After 12 years of highlighting innovation in an ever-changing community, we updated our methodology to best reflect the realities of the Jewish innovation space today. We can no longer rely on a one-size-fits-all tactic to understanding Jewish innovation. Organizations that were launched in the early 2000s have evolved, new organizations continue to emerge, and legacy institutions have embraced innovation. In creating a 2017 *Slingshot Guide* that celebrates the evolution of the innovation ecosystem, we wanted to not just showcase creative thinking and bold ideas, but also recognize the challenges and opportunities presented at each life stage.

With an understanding that every organization has its own unique journey, we asked applicants to apply based on one of three broad life stages: start-up, mezzanine, and legacy. Although organizations found they embodied characteristics of more than one category, they were asked to apply in the category that most represented their current status.

After selecting their category, they received an application that asked stage-specific questions. Evaluators then reviewed the application, using criteria we outlined for each of the life stages. They took into account the challenges and opportunities

present at each stage. We are pleased to share this methodology. We hope that this new approach provided organizations with an improved construct to share their stories and that this data serves to educate the broader field on the organizational realities that exist today.

This new methodology was created through extensive research inside and outside of Jewish life and with the wisdom and partnership of our friends and colleagues at Bikkurim, Joshua Venture, Upstart, and PresenTense. We are grateful to them and especially to Aliza Mazor, for being true collaborators and partners in this process.

It is our belief that in order to best support innovative organizations, we must understand their struggles and support them on their continued journey. We hope you find this tool useful, not only for understanding our methodology but for your own work.

Rachel Hodes

Director of Community Experience
Slingshot

STEP 1: APPLICATION

Applications open for the upcoming year's guide in early fall. Organizations and projects that serve a North American audience and have been in existence for a minimum of one year are eligible to apply.

 **181** Applications



In 2017, organizations were invited to apply in one of three categories: start-up, mezzanine, or legacy, based on their organizational life stage.

92 Evaluators 

INNOVATION



IMPACT



STRONG LEADERSHIP



ORGANIZATIONAL EFFECTIVENESS



STEP 2: EVALUATION

Each application is read by multiple evaluators, including one who is familiar with the organization's sector and one who is not. The mix of perspectives gives a well-balanced review. Applicants are evaluated on four selection criteria.

STEP 3: FINAL LIST

Slingshot staff review qualitative and quantitative evaluation data for each organization. This data determines the final list of organizations featured in the guide(s). Auditors review the data to ensure fairness and accountability to the process.



STEP 4: GUIDE PRODUCTION

Profiles highlighting each organization's activities and innovation(s) are written. Slingshot writers seek to capture the unique character of each organization and present its creativity.

STEP 5: PUBLICATION

The guide is published and released widely.



And this fall, the cycle begins again!

ORGANIZATIONAL LIFE STAGE

There are certain factors that contribute to an organization's life stage: age, finances, staff, governance, programs/services, systems, evaluation/impact, mission/vision, visibility, partnership. The adjacent chart outlines the three stages of organizational development as we understand them.¹ The stages can be broadly defined as:

Start-up

"A start-up organization is in its earliest stages of development. It typically has a founder with a vision or idea and has just begun to establish a funding stream, employee structure, business model, and practices and approaches. Its programming is highly experimental."²

Start-up organizational challenges are mostly foundational and focused on survival, specifically around: funding, staff/volunteer expertise; sustaining enthusiasm; refining mission/vision; absence of administrative and evaluation systems.

Mezzanine

"An organization is in the mezzanine phase following its start-up phase. By this point, the organization may have pilot tested its organizational idea, documented outcomes, and developed a written plan for growth, but it has not yet achieved large geographic scale or wide adoption. Sometimes known as post-start-up, [these organizations] have established a track record of funding, engaged a set of people in defined roles, formed a board, written a set of policies, and defined its business model."³

Mezzanine organizational challenges deal mostly with sustainability, building capacity, and obtaining funding to support that work. Specific issues include: funding for capacity, rather than programmatic

efforts; board transition from working/volunteer focused to governance/policy focused; onboarding staff with expertise and merging with the long-standing generalist staff; maintaining innovative culture; creating a theory of change/strategic plan around data.

Legacy

Legacy organizations are "marked by greater brand awareness—of the organization and its programs and services. The nonprofit is larger and has more hierarchy, with clearly defined management roles. In this stage, the fundraising program has become more sophisticated, perhaps including an endowment or planned giving. The nonprofit has established a strategic plan and is governed by a more diverse board of directors."⁴

Legacy organization challenges are mostly focused on reducing stagnation, encouraging risk-taking, and creating a culture of innovation, specifically around resistance to change; need for new leadership (staff/lay); less touch points with the core "client" demographic, which creates misunderstandings about what the community is/may be looking for; and rigid systems.

¹ Much of the information in this chart and the stage descriptions is from *From First Fruits to Abundant Harvest: Maximizing the Potential of Innovative Jewish Start-Ups*. Bikkurim, Wellspring Consulting, 14 March 2012: <http://www.bjpa.org/Publications/details.cfm?PublicationID=13781>

² *Ibid.*

³ *Ibid.*

⁴ *Thriving Throughout the Stages of a Nonprofit Organization*. Pacific Continental Bank, 2011. <https://www.therightbank.com/sites/www.therightbank.com/files/files/Business%20Resources/White%20Papers/Nonprofit/white-paper-thriving-through-stages-of-nonprofits.pdf>



	START-UP	MEZZANINE	LEGACY
Age	0–7 years	8–19 years	20 years or more
Finances	Budget of under \$1 million	Budget of \$1 million to \$3 million, diversified funding base, and emergence of formal fundraising efforts	Budget of more than \$3 million, stable fundraising operation, focus on endowment and reserve funding
Staff	Staff members are volunteers or generalists.	Staff members have more varied roles with formal and specific job descriptions, and staff structures have taken shape.	Staff is differentiated and hired with specific expertise in mind. Staff is at saturation point.
Governance	Working board comprised of friends/families of founder	Diversified board, which can provide “wealth, wisdom, and work” and has been recruited for relevant professional experience	Well-developed board focused on sustaining longevity of organization, mainly focused on policy and setting direction
Programs / services	Successful pilots, early signs of success, resonance with target audience	Increased participation, increased number of programs, measurable growth coming from demand from the market, refinement of program delivery	Core programs are well designed and operating at a high level, while long-term program planning occurs and new programs are being tried.
Systems	Few formal systems or infrastructure	Administrative staff hired. Staff space acquired. Hardware acquired and policies begin to form.	Formal departments, owned or permanently rented space, administrative systems are formal and stable.
Evaluation / impact	Rudimentary evaluation systems in place	Formal evaluation systems take shape. Theory of change created. Growth plan or strategic plan created and in place.	Formal evaluation system with clear data to be shown. New program clearly relates to theory of change or fits into strategic plan.
Mission / vision	Compelling mission/vision	Compelling mission/vision; plus, theory of change or logic model	Compelling mission/vision; plus, theory of change or logic model
Visibility	Seen primarily for its mission/ideas. Brand recognition is just beginning.	Organization regarded as having expertise. Brand recognition in service of reaching new audiences.	Solid brand identity and greater brand awareness
Partnership	Early-stage partnerships used to help gain credibility and leverage visibility	Strong asset as recognized by peers. More and varied partners.	Formal, long-term partnerships established

SELECTION CRITERIA

There are also differences between life stages within the *Slingshot Guide* selection criteria. As innovation is inherently comparative, it manifests differently at each stage. Therefore, evaluators were given both a broad definition of each selection criterion and a specific life-stage-dependent one. The selection criteria are defined as follows:

Innovation

Innovation is a mode of operating, of finding new ways to create impact. Innovative organizations and programs are ones that are able to act efficiently, adapt to current demands in the community, and create new models for achieving positive outcomes. The drive for relevancy and impact is built into their DNA.⁵ Innovative organizations have a culture of perpetual improvement, where calculated risk is in service of always trying to do better. Innovation can be seen through what the organization does (i.e., the programmatic tactics used to address an unmet need) or how it is done (i.e., the approach used to work with or on behalf of its constituents). Innovation is different at each life stage of an organization.

Start-up organizations are innovative in why they were created. They are groundbreaking, inventive, pioneering, or creative in their response to the changing needs of the Jewish community and the world around it.

Mezzanine organizations are innovative because of their culture of constant improvement. As they grow, they continue to find new ways of doing business and maintaining a thrust toward risk-taking.

Legacy organizations express innovation through projects derived from established structures and a willingness to try operating in new or different ways to best address the changing needs of the Jewish community.

Impact

Impact considers how the organization/project affects the attitudes and behaviors of its constituents and the Jewish community.

Start-up organizations have identified a need and developed a compelling mission/vision around addressing that need. They have rudimentary systems to identify if their programs/services are working but may not have a formal evaluation process.

Mezzanine organizations have shown proof of concept in addressing a specific need and have a theory of change or logic model that is guiding their work. Evaluation systems are more mature, and data is used to infuse growth plans.

Legacy organizations are implementing, working through, or creating a strategic plan around the program, with a specific focus on target goals and measures for evaluating impact. They are evaluating the viability of the project for best practices and scalability.

⁵ *Funding Jewish Innovation: A Resource Guide*, 2011. https://www.jcfny.org/wp-content/uploads/2014/03/JCF_Innovation_Guide_eVersion.pdf

Strong Leadership in the Field

An organization with strong leadership is a model for the field. It may possess a strategy, an approach, or programmatic content that could be replicable elsewhere and/or that is elevating the work of its peer organizations. Examples of strong leadership are: The organization/project may share resources, knowledge, or best practices with the community; may strategically partner with other organizations; and/or serve to network or convene similar organizations/projects.

Start-up organizations with strong leadership have significant buzz around them. Articles are written about them, staff/lay leaders are asked to present on the organization. Momentum is beginning to build around their work, and partners are beginning to come to the table.

Mezzanine organizations are regarded as having expertise in the field and have begun building brand recognition among their peers. Marketing plans begin to formalize.

Legacy organizations use their brand recognition to help provide leadership in the field around particular issues. They have formal marketing plans and structures in place.

Organizational Effectiveness

Otherwise known as a sound operation, an effective organization is strategic in the way it conducts business. It is financially efficient and responsible and has the appropriate infrastructure (staff, board, volunteers) in order to effectively serve its mission.

Start-up organizations have a small board whose primary role is to work and is often but not always personally connected to the founder; a small, nimble, and multifunctional staff; and a budget that is sufficient to cover the operating costs of the organization.

Mezzanine organizations have grown their board, which has more governance responsibilities and professional expertise within it; a staff with more differentiated and specific roles; a larger budget; and a diversified and increased funding base.

Legacy organizations have an established board with formal committees and roles and is primarily responsible for ensure longevity and well-being of the organization; staff is diversified and hired for their programmatic expertise and staff structures are more hierarchical; and funding is stable and includes an operating reserve or an endowment.

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Wilderness Torah



At The Well

Reviving the Rosh Chodesh —the ancient ritual that convenes women each new moon—to help Jewish women in their 20s and 30s explore the female body and the Jewish soul

contact
Sarah Waxman

email
sarah@atthewellproject.com

phone
202-246-7561

website
atthewellproject.com

address
16 Saturn Street
San Francisco, CA 94114

founded
2015

2016 expenses
\$50,000

At the Well celebrates the interconnectedness of body and soul, and helps young women satisfy their deep desire for physical and spiritual well-being through the ancient Jewish traditions surrounding Rosh Chodesh—a holiday marking the arrival of a new moon and a new month. ATW modernizes the female-centric gatherings that take place on Rosh Chodesh, offering them as life-affirming, emotionally nourishing experiences that help participants cope with the stresses of today's world. At the heart of ATW are Well Circles: home-based gatherings of 10 to 15 women timed to the first day of the Hebrew month. Well Circle members share their own struggles and solutions and read from Jewish texts, working with curricula developed by rabbis, nutritionists, poets, chefs, life coaches, farmers, doulas, fertility experts, and other volunteer contributors. Well Circles provide extraordinary opportunities for participants to be seen and heard, to support each other's efforts to achieve wellness and to discuss their unique experiences of Judaism and womanhood.

ATW is the only organization of its kind targeted to women ages 18 to 34 and has grown rapidly since its inception in 2015. As of March 2017, 48 Well Circles are operating around the world, with three in the Bay Area. To connect women across the globe, ATW has created an online platform, a modern-day “well” of ideas, knowledge, and mutual support and is now working to establish its first “Well Circle hub” in the Bay Area, to feature 12 new Well Circles, comprehensive coaching for Well Circle participants, and citywide events. Through all its efforts, ATW is doing the critical work of helping young women feel more in control of their lives, more connected to each other, and more in tune with their Jewish selves.

01

Bend the Arc: A Jewish Partnership for Justice

Believing that the Jewish community has a vital role to play in social justice reform in America, Bend the Arc rallies Jews of all ages and backgrounds to speak out on the pressing issues of our time, advocates for a more just and equal society, and works to help elect leaders in service of a more just nation. It recognizes that many in the Jewish community have a deep yearning to engage in purposeful social change rooted in tradition, and since the 2016 election, Bend the Arc has served as a central place in the Jewish community for those who have been awakened by recent political events and are seeking opportunities to make a difference. Bend the Arc operates online campaigns and has an on-the-ground network of local chapters and affiliates, and actively trains and supports Jews of all ages and backgrounds to become effective social justice champions through its Leadership Institute.

The Bay Area is a pioneering stronghold for Bend the Arc and the site of many of its most important campaign and policy victories. The success of the region in cultivating a grass-roots base has also served as a rich source of learning for its national field-building strategy. The region engages in sustained campaign work and has a long track record of developing volunteers to lead over years and across issues. Regional leaders speak out on a range of issues, produce and distribute a popular voter guide to California ballot propositions and build relationships with elected officials. The Bay Area region holds events to engage local Jews in social justice work through a Jewish lens and regularly partners with local organizations to deliver relevant and timely programming, including at the JCC of the East Bay, where last year it hosted “open spaces” with Jews who wanted to talk about combating racism in a supportive Jewish environment. Bend the Arc continually inspires Jews of all kinds to reconnect with their heritage and uphold the Jewish legacy of speaking out against unfairness in the world while holding America to its promise of justice and opportunity for all.



Engaging Jews and allies in the work of creating a more just, fair, and compassionate America through organizing, advocacy, and building the next generation of Jewish leaders

contact
Stosh Cotler

email
scotler@bendthearc.us

phone
212-213-2113, ext. 61

website
bendthearc.us

twitter
@bend_thearc

address
330 Seventh Avenue
19th Floor
New York, NY 10001

founded
1984

board chair
Mamie Kanfer Stewart

2016 expenses
\$3,235,175

02



BimBam

A nonprofit media studio raising basic Jewish literacy and creating positive attitudes about Jewish values and behaviors

contact
Jordan Gill

email
info@bimbam.com

phone
415-935-4565

website
bimbam.com

twitter
@heybimbam

address
1970 Broadway
Suite 1020
Oakland, CA 94612

founded
2008

board chair
Galyn Susman

2016 expenses
\$1,176,000

BimBam, a nonprofit media studio, is making Judaism more accessible to anyone who looks at a screen—which means pretty much everyone. BimBam explores Jewish traditions, events, and holidays through its free digital library of 200 animated shorts for adults and teens and videos and apps for preschoolers. These digital works are extremely instructive and fun. From an iPhone shofar you can really blow to a new video series that wryly explicates 10 everyday Jewish values through the experiences of a fictional family, BimBam hits the sweet spot of high-quality education that is also highly entertaining.

Since BimBam was founded less than a decade ago, its projects have garnered over two million views, with 15 percent of them from California alone. Educators at synagogues and Jewish day schools love it, as do their sometimes jaded students, with one school in the Bay Area showing BimBam's parsha (weekly Torah portion) videos every Friday. BimBam works together with stakeholders in the community to figure out what kind of content they are looking for and integrates that information with what the organization is drawn to, to produce high-quality, interesting programming. *Shaboom!*, a new animated series, was created in just this way. The show explains to preschool-age children what it truly means to live Jewishly—for instance, through the act of tzedakah (charitable giving), and together with the Contemporary Jewish Museum, it developed a program around *Shaboom!* for Bay Area families. The studio is also planning a Jewish digital media summit for fledgling content producers, so it can share what it has learned and discuss ways to work together to maximize impact. Watch for the results on a screen near you.

The Contemporary Jewish Museum

The Contemporary Jewish Museum in San Francisco does more than display art; it encourages visitors to connect with one another through shared experiences. Founded in 1984, the CJM offers thought-provoking, conversation-sparking art exhibitions and educational programming. The museum is a noncollecting institution, which makes it ideally suited to meeting the ever-changing landscape of contemporary culture and the needs of present-day audiences. Through meaningful partnerships with artists; regional, national, and international cultural organizations; and Jewish community organizations, the CJM creates and presents a myriad of activities that are timely, relevant, and represent the highest level of artistic achievement and cultural exploration.

The CJM, however, is not simply a place to engage with art and culture; it is also a place that creates art and culture by bringing in artists and scholars and by pursuing Jewish lines of inquiry in real time, as seen in the exhibition “From Generation to Generation: Inherited Memory and Contemporary Art.” This original 2016 show featured 24 international artists whose works reflect memories that are not their own, derived from scholarship on the impact of the Holocaust on future generations. To add an experiential element, Holocaust survivors gave talks before gallery tours and teens shared projects that addressed their inherited memories of September 11. 2016 also saw the launch of the Helen Diller Institute, which provides a scholar-in-residence program along with increased meeting space and a *beit midrash* (a house of learning), allowing the museum to increase the development of new scholarship and content. The CJM is committed to producing content that can be accessed globally through its digital portal, including its new website. The CJM’s reputation as an influencer means that arts communities, Jewish museums, and culturally engaged people around the world are clicking on thecjm.org to take part in the ongoing discussion about what Judaism means today.



Making the diversity of the Jewish experience relevant to a 21st-century audience through innovative exhibitions and programs that educate, challenge, and inspire

contact
Lori Starr

email
info@thecjm.org

phone
415-655-7800

website
thecjm.org

twitter
@jewseum

address
736 Mission Street
San Francisco, CA 94103

founded
1984

board chair
Wendy Kesser Yanowitch

2016 expenses
\$7,920,318



Grow Justice: Fight Hunger

Providing organic produce to homeless shelter residents and educating the community about hunger and food justice through a Jewish lens

contact

Maria Burns

email

mburns@pjcc.org

phone

650-378-2759

website

pjcc.org

twitter

@peninsulajcc

address

800 Foster City Boulevard
Foster City, CA 94404

founded

2013

board chair

Neal Rubin

2016 expenses

\$66,383

project of

Peninsula Jewish
Community Center

parent org founded

1948

Inspired by the desire to give back to local San Mateo County in a Jewish context, the Peninsula Jewish Community Center (PJCC), in partnership with Urban Adamah, Kevah, and LifeMoves, established Grow Justice: Fight Hunger. This project seeks to build Jewish knowledge, relationships, engagement, and leadership around issues of hunger and food justice. The program works with individuals across the age spectrum and is committed to both action and education.

While the Justice Garden, an organic fruit and vegetable garden, is at the epicenter of Grow Justice's mission, the project's scope is much greater. Five times a year, groups of volunteers gather to lend a hand on work days—watering, weeding, planting, harvesting, and tending to young plants in the organization's greenhouse. PJCC preschoolers, campers, and afterschool program participants also volunteer in the garden. Through work days, seasonal workshops, and other volunteer opportunities, the PJCC engages community members of all ages and backgrounds in the process of learning about the challenges of hunger and food access, as well as how to grow healthy food. Grow Justice also works toward community solutions for hunger by providing fresh, organic produce as well as nutritional and healthy-eating education to those in need, and reaches approximately 300 homeless shelter residents annually. Through its partnership with LifeMoves, Grow Justice: Fight Hunger ensures that the type of produce grown in the garden is able to meet the needs of local residents, literally sowing the seeds of justice for people in need.

Honeymoon Israel



Honeymoon Israel organizes and subsidizes nine-day trips to the Holy Land for small groups of couples, focusing primarily on interfaith ones—a bold strategy for reaching out to the increasing number of “Jews of no religion” who are less likely to marry Jews or raise Jewish children. Given the high rate of intermarriage (72 percent among non-Orthodox Jews), HMI recognizes the urgent need for a more inclusive approach to building Jewish community. Instead of treating intermarriage as a problem and pushing young couples away, HMI views it as a reality, without making a value judgment. Its mission is to help interfaith couples forge new, meaningful connections to Judaism and to peers from their home cities while on the trip of a lifetime.

HMI ran 12 trips in 2016, three of them from the Bay Area. To ensure that the trips’ 60 alumni have support in building and fostering their newfound community, an HMI staff member who traveled with the groups is based at The Kitchen, a local Jewish spiritual community. In 2016, the alumni planned regular Shabbat gatherings, a Rosh Hashanah celebration, and a Passover experience. Participants reflect the diversity of young couples in North America, including Muslims, Mormons, and Christians of every denomination as well as couples from the LGBTQ community. HMI designs every trip to include fun, adventure, Jewish ritual, volunteerism, and time for romance, intentionally creating bonds that will transfer back home. Participants return from Israel with knowledge, inspiration, a support system, and a sense of belonging. Most remark that they thought they were getting a subsidized trip to Israel but ended up with something more valuable: their first Jewish community as a new family.

Providing trips to Israel for locally based cohorts of couples with at least one Jewish partner to create communities of couples who are committed to building families with deep and meaningful connections to Jewish life and the Jewish people

contact
Mike Wise

email
mike@honeymoonisrael.org

phone
678-852-2470

website
honeymoonisrael.org

twitter
[@honeymoonisrael](https://twitter.com/honeymoonisrael)

address
6070 Whitegate Crossing
East Amherst, NY 14051

founded
2014

board chair
Joe Kanfer

2016 expenses
\$5,614,000



InterfaithFamily

Supporting interfaith couples and families exploring Jewish life and community, and Jewish leaders and organizations that want to create comfortable spaces for them

contact
Jodi Bromberg

email
jodib@interfaithfamily.com

phone
617-581-6804

website
interfaithfamily.com

twitter
@interfaithfam

address
90 Oak Street, PO Box 428
Newton, MA 02464

founded
2001

board chair
Lynda Schwartz

2016 expenses
\$3,283,579

InterfaithFamily began as the go-to website for “how to do Jewish,” posting stories about interfaith couples, providing resources, and maintaining a directory of interfaith-friendly organizations offering information and support for interfaith families who want to grow Jewish traditions that are comfortable for every member of the family. Since its founding, the website has had a 12 percent annual growth rate in unique visitors. In 2011, IFF started to tap into the need for services beyond the keyboard and introduced rabbi-led initiatives in several major cities to encourage interfaith families to make Jewish choices and help them do so in meaningful ways that also respect the other religion in the family. These on-the-ground support networks provide interfaith couples with connections to clergy for major life events, Jewish advisors, and local Jewish community.

IFF in the Bay Area is focused on developing personal relationships between couples and families, providing Jewish learning experiences, working with Jewish institutions to change the culture around interfaith families, and figuring out how best to serve their needs. In 2016, IFF in the Bay Area hosted a Purim party for over 200 young adults in partnership with Reboot and Engaj, trained 125 iCenter Birthright fellows, and put on an event geared toward LGBTQ interfaith couples. IFF engages with more than 6,000 individuals through online newsletters, social media, and its website, and in the last year, worked with 162 people in professional development sessions, showing the real need for organizations like IFF to continue to address the shifting landscape of the modern American interfaith family.

07

Jenerator

Jenerator is a Bay Area venture launched by the Jewish Community Federation of San Francisco, the Peninsula, Marin, and Sonoma Counties. It seeks to bolster nonprofits' ability to generate earned income, reducing their dependence on fundraising and ultimately making the sector more sustainable. The 2015 initiative connects nonprofit organizations interested in exploring income opportunities with experts in business, finance, law, marketing, and other sectors who volunteer to provide pro bono advice on how to develop, launch, and manage a business strategy. Consultations can be one time only, as needed, or on an ongoing basis. While private consulting firms offer these services, it's rarely at a price nonprofits can afford. Jenerator's 2015 beta test, which involved five organizations and 15 pro bono advisors—who helped with everything from market research to financial modeling and forecasting to legal and HR issues—resulted in over 300 hours of free expertise worth \$67,000.

Jenerator operates on a win-win proposition: Many professional Jews in the Bay Area are seeking truly meaningful, accessible, and engaging volunteer experiences that let them see positive, tangible results from their efforts. By joining Jenerator, they gain skills, bolster their résumés, expand their networks, and feel good about giving back to the Jewish community. The nonprofits that join the program gain critical expertise on becoming more sustainable and less dependent on funders, who in many cases are more interested in backing exciting programming than covering overhead and operational costs. Nancy Shaw of Wilderness Torah (which participated in the pilot) noted that Jenerator “has been a critical component of Wilderness Torah’s success.... These essential services are difficult for nonprofits to fundraise and pay for at market rates.” Jenerator disrupts the standard nonprofit-funding equation, helping organizations develop a business mindset and get creative and skilled about how to turn their assets and expertise into income that keeps the lights on and the laptops humming.



Nurturing and bolstering nonprofits' ability to generate earned income and achieve greater financial sustainability

contact

Bab Freiberg

email

babf@sfjcf.org

phone

415-512-6295

website

jewishfed.org

twitter

[@jewishbayarea](https://twitter.com/@jewishbayarea)

address

121 Steuart Street
San Francisco, CA 94105

founded

2015

board chair

Richard Fiedotin

2016 expenses

\$25,471

project of

Jewish Community Federation of San Francisco, the Peninsula, Marin, and Sonoma Counties

parent org founded

1910

08



Jewish Film Institute

Connecting diverse audiences around the world with emerging and established media makers and thought leaders who are exploring Jewish themes through innovative digital media and outreach

contact
Kim Bistrong

email
kbistrong@sfjff.org

phone
415-621-0556, ext 205

website
jfi.org

twitter
@sfjewishfilm

address
145 9th Street
Suite 200
San Francisco, CA 94103

founded
1980

board chair
Janet Schneider

2016 expenses
\$150,000

project of
San Francisco
Jewish Film Festival

parent org founded
1980

For nearly four decades, the Jewish Film Institute, built on the foundation of the San Francisco Jewish Film Festival, has been inspiring communities in the Bay Area and around the world to expand their understanding of Jewish life through film, media, and dialogue. Once known only for its festival experiences, which have been described as “a secular synagogue,” JFI has evolved over the past eight years into a year-round media arts organization by bringing its curatorial expertise into the digital realm. JFI most recently placed its archive of films, along with newly created works, online through its website and YouTube channel, making rich Jewish-themed content available anywhere, anytime—consumable in short bites or living room festivals with friends. To date, its online content has garnered over 2 million views worldwide, and 45,000 people in the Bay Area alone have interacted with it.

JFI currently houses the only publicly available archive of Jewish film and media in North America. The searchable database, available free online, lists over 1,700 Jewish films curated over 37 years. JFI’s video-on-demand platform, launched in 2015, provides pay-per-view streaming access to over 75 films in the archive, making seminal Jewish cinema once difficult to access readily available to individuals, schools, synagogues, and Jewish organizations anywhere in the world. Last year, JFI teamed up with Independent Television Service to create Talk Amongst Yourselves, a series of special streaming events that allowed JFI to replicate the atmosphere of its festival in the online sphere while making the viewing experience interactive. JFI’s space, co-owned by Frameline, a LGBT film festival, and the Center for Asian American Media, is also home to Jewish filmmakers in residence, who are working with Jewish themes. JFI guides them through their process and exposes them to audiences who benefit from these independent, relevant, and contemporary explorations of Jewish life. Using the latest trends in consuming culture, JFI is continuing its mission to celebrate and preserve the full spectrum of Jewish experience through film and media, while giving new audiences a meaningful portal to Jewish engagement.



Jewish Partisan Educational Foundation

The Jewish Partisan Educational Foundation encourages teenagers to think about their Jewish identity with new pride by teaching them about the courageous young European Jews who fought back against the Nazis. By finding and sharing this little-known piece of Holocaust history, JPEF counters the prevailing perception of Jews as victims. Through a multiplatform approach, JPEF tells the stories of the approximately 30,000 Jewish partisans—armed resisters who helped save Jewish lives and bring an end to World War II. The Bay Area–based foundation integrates testimonies from more than 50 surviving partisans into a dozen documentary films, with narration by Larry King, Liev Schreiber, and others. JPEF has also created a groundbreaking curriculum for teenagers centered on Jewish ethics and values, which is supported by an online professional development platform for teachers. Learning about the heroism of the partisans motivates teens to embrace their Judaism with a sense of purpose. For them, “never again” becomes a clarion call to action in the fight against anti-Semitism and injustice of all kinds.

Working with over 10,000 educators at JCCs, synagogues, schools, and summer camps, including 315 educators in the Bay Area, JPEF has already connected with over a million teens. Currently, the San Francisco–based organization is striving to expand its reach with strategic alliances, sharing offices with the Northern California Holocaust Center and facilitating regular and ongoing collaborations such as annual workshops at the San Francisco citywide Day of Learning. By teaming up with regional groups like the Dallas Holocaust Museum and national organizations like Facing History and Ourselves and Encyclopedia Britannica, JPEF is sharing its vast library of resources with hundreds of thousands of new constituents. With an aim toward increased partnerships in North America, it strives to ensure that the story of Jewish resistance is included in all Holocaust education.



Enhancing Jewish pride and empowering young people to stand up to anti-Semitism and injustice through the inspiring life lessons of the Jewish partisans

contact

Sheri Rosenblum

email

sheri@jewishpartisans.org

phone

415-563-2244

website

www.jewishpartisans.org

twitter

@jpeftweets

address

2245 Post Street
Suite 204
San Francisco, CA 94115

founded

2000

board chair

Elliott Felson

2016 expenses

\$280,000

10



The Jewish Studio Project

Activating creativity to make meaning, promote positive social change, and inspire a vibrant and hopeful Judaism

contact
Adina Allen

email
adina@jewishstudioproject.org

phone
617-970-9039

website
jewishstudioproject.org

twitter
@jewishstudioproject

address
940 Dwight Way, #3
Berkeley, CA 94710

founded
2015

board chair
Jeffrey Kasowitz

2016 expenses
\$150,000

The Jewish Studio Project is a Bay Area start-up that uses art making as a tool for Jewish learning, self-discovery, and community building. Based on the premise that “art is not just for artists and Jewish texts are not just for scholars,” JSP offers workshops that encourage creative art exploration, such as reflective writing, drawing, painting, and collage, in order to activate the imagination and more deeply investigate the questions and themes that arise during Jewish study. The unique approach is striking a chord. Since launching in 2015, JSP has designed and led more than 75 programs in the Bay Area (and beyond), created numerous pop-up studios for local JCCs and nonprofits, and developed a Studio Fellowship program with Hillel for students at UC Berkeley. In January 2017, JSP opened its own permanent Bay Area studio space, where it now offers a range of creative learning workshops, as well as open studio sessions where locals can paint, collage, write, draw, or compose as they get inspired by books from the studio’s Jewish learning library.

An novel combination of *beit midrash* (house of learning), urban art studio, and spiritual community, JSP is inclusive of all people, regardless of religious background, training, or perceived artistic talent. It was founded on the core belief that everyone is inherently creative, and its mission is to “utilize the creative arts as a tool for self-discovery, social change, and for inspiring a Judaism that is vibrant, connective, and hopeful.” Blending traditional tools of Judaism, like questioning and reinterpreting, with processes from the creative arts, such as drawing and reflective writing, JSP approaches ancient Jewish wisdom in a way that is relevant and meaningful today. JSP gives Jews of all stripes a space and a framework to gain new insights into their lives and to build creative confidence while developing a deeper connection with Judaism and each other.



Jewish Youth for Community Action

Youth led, youth run, and youth focused—Jewish Youth for Community Action was founded in 1995 to offer Jewish teens a place to connect with their Jewish histories and personal identities through the lenses of *tikkun olam* and *tzedakah*. (Tikkun olam is a concept defined by acts of kindness performed to perfect or repair the world and *tzedakah* refers to charitable giving.) JYCA creates a safe space for youth to interact with their own Jewish identity in a way that is meaningful to them and to build a Jewish community based on shared values for social and environmental justice. From taking on the AIDS epidemic to addressing the death penalty, from organizing their peers to get involved in criminal justice reform to canvassing for progressive ballot measures in every election—JYCA youth are using their voices and visions to embody their Judaism and to change the face of their communities.

Going to the teens wherever they are—at home, in school, at the park, at protests, in synagogues—JYCA is able to maximize their participation, with a 93 percent retention rate. JYCA provides the framework for Jewish teenagers to completely design, develop, and shape the content of the programming they participate in, the impact they have in their communities, and the culture of that community. JYCA is able to help teens effectively lead and trains them in facilitation, curricular development, tracking social dynamics, active listening, and how to collaborate with important partners, leading to significant involvement and impact in the Bay Area. JYCA's two main local programs are the Leadership Group in Training and the Organizing Group, through which JYCA youth have developed and facilitated social justice workshops for their peers. JYCA youth have also worked alongside Bend the Arc's Jeremiah fellows to get out the vote on progressive local ballot measures. JYCA is helping the Bay Area Jewish world rebrand Jewish social justice as irresistible, loving, and fun.



**A youth-led organization
empowering teens to
become leaders in their
communities for social
and environmental justice**

contact
Noa Grayevsky

email
jyca.noa@gmail.com

phone
510-545-3816

website
jycajustice.org

twitter
@jycajustice

address
1300 Grand Avenue
Oakland, CA 94610

founded
1995

board chair
Mollie Speigman

2016 expenses
\$100,530

12



JIMENA: Jews Indigenous to the Middle East and North Africa

**Advancing the
heritage, history, and
inclusion of Mizrahi
and Sephardic Jews in
mainstream Jewish life**

contact
Sarah Levin

email
sarahlevin@jimena.org

phone
415-626-5062

website
jimena.org

twitter
@jimena_voice

address
459 Fulton Street
#207
San Francisco, CA 94102

founded
2002

board chair
Gina Bublil-Waldman

2016 expenses
\$350,000

The descendants of refugees from the Middle East and North Africa that represent over half of Israeli Jews and roughly 20 percent of American Jews today are often considered the “forgotten refugees.” JIMENA: Jews Indigenous to the Middle East and North Africa seeks to raise local and international awareness of the history and heritage of this population, made up of nearly one million Sephardic and Mizrahi Jews. Each year, JIMENA connects thousands of Jews of Middle Eastern and North African descent with their rich culture, and with each other, through events like Mizrahi-themed Shabbat dinners and henna gatherings. Daily, the organization reaches over 40,000 people around the globe through its multilingual social-media pages and websites. Every year, JIMENA organizes more than 40 events specifically in and for the Bay Area community. Members of its Speakers Bureau routinely travel around the world to share their personal stories of flight and introduce audiences to the culture and history of Middle Eastern and North African Jews.

In the past five years, JIMENA has worked with many major Jewish organizations, including over 20 in the Bay Area, to incorporate Middle Eastern Jewish history in their programming; and a large number of Jewish day schools in the Bay Area have also integrated JIMENA-developed educational content into their curricula. Additionally, JIMENA’s international advocacy and lobbying efforts have been instrumental in persuading the governments of the U.S. and Israel to pass legislation that supports and recognizes Middle Eastern Jewish refugees. Thanks to JIMENA, a revival of Sephardic and Mizrahi culture is blossoming in both the U.S. and Israel, and an increasing number of Jews around the globe are recognizing the importance of their story and gaining a deeper, more accurate understanding of the connection between Middle Eastern refugees and the modern Jewish experience.

JLens Investor Network

JLens is empowering Jews to invest with Jewish values at the forefront and use their financial clout to make positive change in the world. The San Francisco-based JLens launched in 2013 and is the first organization to promote an investment strategy aligned with uniquely Jewish concerns. Its fund invests approximately \$10 million from over 9,000 institutions and individuals into nearly 500 public companies, advocating as shareholders for social justice, environmental preservation, and support for Israel. JLens is the only Jewish communal organization accepted into the United Nations Principles for Responsible Investing, and it represents the global Jewish community at the Pope's Vatican Impact Investing Conference. It has become a sought-after partner by the responsible-investment community and most recently joined a broad coalition on a brand-new shareholder campaign focused on food waste.

As its profile grows, so does its fund: JLens expects it to grow to over \$100 million in the next two years. Many young Jews don't realize the incredible power they can have to tackle global challenges with very minimal investment—and they don't realize there is a deep well of Jewish wisdom to help guide them. To educate these future leaders, Rabbi Jacob Siegel, JLens's director of engagement and the only rabbi currently employed in the responsible-investing field, has developed a new curriculum for teens, which will be piloted in the Bay Area. It gives these future Jewish leaders a framework for debating Jewish values as they relate to money and social responsibility, understanding investing in general, and learning ways to make a big difference in the world as a small investor.



A network of over 9,000 individual and institutional investors who seek to apply a Jewish lens to the modern context of values-based impact investing

contact

Julie Hammerman

email

info@jlenetwork.org

phone

925-482-7500

website

jlenetwork.org

twitter

@jlenetwork

address

560 Mission Street
Suite 1395
San Francisco, CA 94105

founded

2013

2016 expenses

\$75,000



Keshet

Working for full LGBTQ equality and inclusion in Jewish life

contact

Idit Klein

email

idit@keshetonline.org

phone

617-524-9227

website

keshetonline.org

twitter

@keshetglbtjews

address

284 Amory Street
Boston, MA 02130

founded

1996

board chair

B. Andrew Zelermyer

2016 expenses

\$2,054,400

Keshet has a powerful vision of a world in which Jews of all sexual orientations and gender identities live full Jewish lives; a world in which LGBTQ Jews aren't just tolerated, they're celebrated as a vital part of their community. Keshet is building a future in which the ethos of justice and caring that epitomizes the best of Jewish tradition is seen and felt by all Jewish youth and adults—gay, lesbian, bisexual, straight, and/or transgender.

Keshet believes that all Jewish organizations and communities are strengthened by LGBTQ-inclusive policies, programming, and leadership. As such, it is the only group in the country that works for LGBTQ inclusion in all facets of Jewish life: synagogues, Hebrew schools, day schools, youth groups, summer camps, social-services organizations, and agencies on a national level. Keshet equips Jewish educators and community leaders with the tools to create the safe, welcoming spaces that gender-nonconforming and queer Jews so urgently need. Nice Jewish Boys, one of its Bay Area initiatives, provides social gathering opportunities and events for gay, bi, and queer Jewish men in the region. It has garnered so much success that Keshet recently launched Queer Jewish Women of the Bay. The organization also just debuted a local trans group to provide social and celebratory opportunities to trans and gender-nonconforming people in the Bay Area. Working directly with individuals, leaders, and organizations, Keshet is a uniquely transformative force.

Kevah

Kevah is striving to disrupt the entire Jewish adult-education sector, working with institutions of all kinds to share its methods, to help learning become more accessible and ultimately more meaningful. Kevah believes in the value of engaging young Jews across the religious spectrum in the study of classical Jewish texts. The organization works to bring small groups of inquisitive Jews together in a host's home to read the Torah and Talmud and puzzle out what the wisdom behind these writings can teach us about life's most profound questions. While encounters with Jewish text can be utterly electrifying, the barriers to access are usually overwhelming. To overcome that, Kevah has reconfigured every aspect of the learning environment—the setting, the content, the teaching style, the educational philosophy—to open up a rabbinic tradition that has riveted the Jewish imagination for centuries.

Kevah builds study circles of 8 to 15 members who meet on a weekly, bimonthly, or monthly basis. Sessions are led by an educator who, rather than giving learners predetermined answers, helps them arrive at their own conclusions about the text—an especially empowering strategy. In the Bay Area, Kevah runs nearly 40 groups and has connections with local institutions to build small-group learning within their existing communities and in some cases, matches them to Jewish educators who can bring a learning component to their events. Kevah recently completed building Makom Kavuah, a unique physical space it hopes will become the hub for communal gatherings around new learning events. Currently subletting space to several other Jewish organizations, Kevah is mobilizing the resources to turn the space into a West Coast *beit midrash* (a house of learning) and hopes to one day become the first full-time Jewish learning program on the West Coast, supporting a growing number of young men and women to take ownership of their Jewish and spiritual lives.



A multiplatform educational service seeking to reconfigure the traditional *beit midrash* experience into a format accessible to contemporary Jews, creating new communities centered around learning

contact

David Kasher

email

dkasher@kevah.org

phone

510-280-5656

website

kevah.org

twitter

@kevah

address

2095 Rose Street
Suite 202
Berkeley, CA 94709

founded

2010

board chair

Dan Oppenheimer

2016 expenses

\$1,026,000



Moishe House

**Empowering
twentysomethings to
creatively redefine Jewish
life for their generation
through a peer-led
model of connection
and engagement**

contact

David Cygielman

email

david@moishehouse.org

phone

704-512-0409

website

moishehouse.org

twitter

@MoisheHouse

address

441 Saxony Road
Barn 2
Encinitas, CA 92024

founded

2006

board chair

Jim Heeger

2016 expenses

\$8,175,000

In 2006, four roommates held a Shabbat dinner for more than 70 friends and friends of friends at a house in the Bay Area. From that homegrown beginning sprang an international movement, Moishe House—a bold idea for creating new communities of Jews and a new generation of Jewish leaders. The heart of MH's model is an open, welcoming, home-based community created and facilitated by a group of three to five young adults who plan and implement 60-plus programs a year for their friends and friends' friends. The housemates are empowered to develop each and every program, which may be a themed Shabbat, havdalah jam session, Jewish learning with a local rabbi, or a *tikkun olam* service project. (Havdalah is the religious ceremony that marks the end of Shabbat, and tikkun olam is a concept defined by acts of kindness performed to perfect or repair the world.) This peer-led approach helps young Jews redefine what community looks like in a way that resonates with them and helps deepen their commitment to Jewish life.

There are now 100 Moishe Houses in 24 countries, with 6 of them in the Bay Area. Each house is empowered to create connections with local organizations, and as such, Bay Area Moishe Houses have collaborated with over 20 groups and local institutions. Young adults involved with Moishe House report higher levels of awareness of local activities and stronger feelings of belonging to a Jewish community. Nowhere is this more true than in the Bay Area, where more than 45,000 people have attended nearly 2,700 events since its launch over 10 years ago. Moishe House is creating systemic change, meaningfully engaging the members of this critical demographic by helping them take charge of building their own Jewish community and identity—thereby cultivating the next generation of leaders and community members.

OneTable

OneTable offers everything a Jewish millennial might need to create their own authentic Shabbat dinner, from menu-planning help and inviting guests to one-on-one “Shabbat coaching” and a stipend of \$15 per guest. Since forming in 2014, OneTable has helped Jewish young adults around the country host more than 4,500 unique dinners, translating into over 63,000 seats at Shabbat dinner tables. OneTable has expanded from its original service in New York to the Bay Area and beyond and now offers support and information to would-be Shabbat hosts and guests located anywhere in the country. In addition to OneTable’s user-friendly website, its Airbnb-style app launched last year makes hosting or attending a local Shabbat dinner—even ordering your groceries—as simple as clicking a button.

OneTable recognizes that Jewish millennials crave connection within the Jewish community and want to participate on their own terms. In the Bay Area, OneTable embraces a unique interpretation of its national model. It offers a full suite of programming, with a Bay Area manager on the ground to recruit hosts and guests, nurture the existing participant community, and create local partnerships in the Jewish, tech, food, and innovation spheres. Last year, the Bay Area OneTable even supported a 600-person Shabbat dinner at the annual Burning Man festival. Nationally, more than half of OneTable guests say they are interested in making Shabbat dinner a regular part of their lives. Wrote one host: “I had pretty much abandoned the thought of being religiously involved until these recent dinners...Shabbat has given me a sense of home, community, and quite unexpectedly, spirituality.”



Empowering Jewish young adults to build microcommunities by creating their own authentic Shabbat dinners, ultimately forming a lifelong Shabbat practice

contact
Aliza Kline

email
aliza@onetable.org

phone
646-887-3894

website
onetable.org

twitter
@onetableshabbat

address
79 Madison Avenue
Floor 2
New York, NY 10016

founded
2014

board chairs
Sara Berman
Terry Kassel

2016 expenses
\$2,900,000



Reboot

Reimagining Jewish lives full of meaning, creativity, and joy—through intimate and community-wide events and exhibitions, recordings, books, films, and a wide array of digital participation programs and tools

contact

Shane Hankins

email

shane@rebooters.net

phone

646-389-0312

website

rebooters.net

twitter

@reboot

address

44 West 28th Street
8th Floor
New York, NY 11238

founded

2001

board chair

Kay Sarlin Wright

2016 expenses

\$2,295,755

Reboot's mission is to affirm the vital importance of Jewish traditions and propose new ways for people to make these rituals, holidays, and ideas their own. Its Rebooters are among the most influential Jewish creatives in America, fascinated by the arts, food, philosophy, and social justice issues, and dedicated to forging new Jewish connections to these topics. Since its founding in 2001, Reboot has grown to include over 540 network members and 915 organizational partners, all turning out provocative and relevant Jewish projects: events, exhibitions, books, recordings, films, a wide array of digital participation programs, and do-it-yourself tool kits. These have reached an audience of hundreds of thousands of people, mostly in their 20s and 30s, many of them pulled in from the margins of Jewish life by the force of Reboot's tremendous energy.

Reboot recently launched a number of captivating new projects, including *Death Over Dinner: Jewish Education*, which engages participants in dinner table conversation about end-of-life questions; *The Kibbitz*, a podcast that looks at life's big questions through a comedic Jewish lens; and the Reboot Shop, online and pop-up stores filled with delightful Jewish items. In 2016, the organization engaged with over 40,000 people at 335 live events, almost 20,000 Web users, and more than 55,000 ongoing digital partners. Reboot's work in the Bay Area has been deeply influenced by the region's culture and traditions. Its UNPLUG SF introduced 500 people to the National Day of Unplugging in a social, thoughtful, meaningful way. Reboot's stock ticker of Six-Word Memoirs—with Twitter contributions in real time—is on display in the lobby of the Oshman Family JCC. Reboot also collaborated with the Contemporary Jewish Museum to produce an event for Chinese New Year entitled *Beyond Bubbie: Soy Vey*. As Reboot moves forward with plans to scale nationally, it will surely bring many more young Jews into its remarkable circle of inventiveness.

Shalom Bayit

Shalom Bayit creates peace in the place that matters most: at home. Founded in 1992 as Northern California's first Jewish domestic violence program, Shalom Bayit continues to work toward eradicating domestic violence in the Jewish community. Shalom Bayit is seeking to shift attitudes that perpetuate domestic violence and transform the Jewish communal conversation from one of denial and revictimization to one of justice and communal conversation. Shalom Bayit works to support and advocate on behalf of Jewish battered women and their children; to educate the Jewish community and its leadership about domestic violence; to empower Jewish youth with the knowledge and skills they need to make healthy relationship choices; to organize effective abuse prevention and intervention strategies; and to improve Jewish women's access to domestic violence services.

Shalom Bayit creates effective, culturally based strategies to improve Jewish community accountability and response to domestic violence. Each year, Shalom Bayit works directly with abuse victims, organizes and trains clergy and communal professionals, builds coalitions, and convenes public awareness and prevention programs. It also runs Love Shouldn't Hurt, a youth program that educates 1,000 Jewish teens every year about healthy relationships. In the Bay Area, Shalom Bayit manages joint programming with 12 Jewish day schools, four local Hillels, three Jewish Federations, dozens of synagogues, and many community groups and independent organizations. More than 80 rabbis publicly endorse its work as members of the Rabbinic Advisory Council. Shalom Bayit insists that Jewish women's safety and empowerment be a communal focus to make "Shalom in every home" a right and reality for all.



The Bay Area's hub for organizing domestic violence prevention and response through a Jewish lens

contact

Naomi Tucker

email

info@shalom-bayit.org

phone

510-451-8874

website

shalom-bayit.org

twitter

[@shalombayitorg](https://twitter.com/shalombayitorg)

address

P.O. Box 10102
Oakland, CA 94610

founded

1992

board chair

Linda Kalinowski

2016 expenses

\$465,000

20



Urban Adamah

**Reviving Jewish
agricultural traditions in
the heart of the city with
the first urban Jewish
community farm and
education center in
the country**

contact
Mark Jacobs

email
mark@urbanadamah.org

phone
510-649-1595, x110

website
urbanadamah.org

twitter
@urbanadamah

address
1151 Sixth Street
Berkeley, CA 94710

founded
2010

board chairs
Gale Mondry
Adam Weisberg

2016 expenses
\$1,063,200

Urban Adamah is the nation's first and only urban Jewish community farm, a unique Jewish response to food insecurity that builds Jewish identity in young people by recruiting them to work in the service of food justice and environmental awareness. Having recently relocated to a 2.2-acre campus in Northwest Berkeley, California, Urban Adamah grows vegetables, herbs, and flowers, and boasts a state-of-the-art greenhouse and aquaponic system, a children's garden, chickens, milking goats, and bees. The farm is a celebrated gathering place for the Bay Area Jewish community, offering a Hebrew school, a summer camp, holiday celebrations, and workshops.

At the heart of Urban Adamah is a three-month residential fellowship that combines organic farming, social justice training, and progressive Jewish learning and living. The fellowship has graduated 181 young people, who now work in the areas of sustainable agriculture, environmental education and policy, Jewish education, and social entrepreneurship. Many participants credit the fellowship for their reengagement with Jewish life, and an independent survey found that although 83 percent of alumni felt previously disengaged from Judaism at some point in their lives, 59 percent now consider themselves leaders in the Jewish community. More than 30,000 people have visited the farm since its founding seven years ago. In addition, Urban Adamah has promoted food justice by donating 50,000 pounds of its produce through its Free Farm Stand. The organization hopes to open at least three more Urban Adamah sites nationwide over the next five years, creating new forums for millennials and the generations that follow to engage with Judaism.

Wilderness Torah



Wilderness Torah awakens and celebrates the earth-based traditions of Judaism to nourish connections between self, community, earth, and spirit. Creating immersive retreats focused on using nature, the Hebrew calendar, Jewish stories, Jewish values, and Jewish rituals, it creates highly transformational educational journeys for people of all generations. Crafted with the goal of reconnecting Judaism to the natural world, Wilderness Torah has grown into a one-of-a-kind mecca for Jews from all over the U.S. and the world to commune with nature while rejoicing in their Judaism. And it's really resonating! Wilderness Torah has engaged more than 10,000 participants from 28 states and eight countries with its groundbreaking Judaism. More than 300 children in grades K–5 have experienced Sunday School in the Woods, and 225 preteens and teenagers have participated in B'naiture, a mentorship-based program that combines Jewish learning, nature connection, and high adventure to mark the milestone transition into adulthood.

Wilderness Torah is deeply involved in the greater San Francisco Jewish community and regularly partners with local groups, JCCs, and synagogues. Through multiday festivals, Wilderness Torah cultivates regional Bay Area communities, and many consider the organization to be their connection to Jewish community—even those who belong to local synagogues choose to also participate in its unique, nature-based programs to deepen their Jewish life. Local rabbis increasingly participate in Wilderness Torah events and training opportunities, and they bring that innovation and inspiration to their home communities. Wilderness Torah regularly receives national media coverage in outlets such as the *New York Times*, NPR, and more. Its unique programming also includes Passover in the Desert and Sukkot on the Farm. Kvelled one young participant: “This community makes me really excited to reconnect with my Jewish roots and to simply be the best human I can be. I can’t actually believe that this level of energy and connection is possible.”

Transformative Jewish holiday retreats; K–12 mentorship-based, outdoor education; and national training and consulting focused on Judaism’s earth-based roots

contact
Nancy Shaw

email
nancy@wildernesstorah.org

phone
510-926-4648

website
wildernesstorah.org

twitter
[@wildtorah](https://twitter.com/wildtorah)

address
2095 Rose Street
Suite 202
Berkeley, CA 94709

founded
2007

board chair
Adam Weisberg

2016 expenses
\$758,986



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Women & Girls

At The Well
Shalom Bayit

Life Stage

Start-Up

At The Well
The Jewish Studio Project
JLens Investor Network

Mezzanine

Bend the Arc: A Jewish Partnership for Justice
BimBam
Honeymoon Israel
Jewish Youth for Community Action
JIMENA: Jews Indigenous to the Middle East and North Africa
Keshet
Kevah
Moishe House
OneTable
Shalom Bayit
Urban Adamah
Wilderness Torah

Legacy

The Contemporary Jewish Museum
Grow Justice: Fight Hunger
InterfaithFamily
Jenerator
Jewish Film Institute
Jewish Partisan Educational Foundation
Reboot

Annual Expenses

< \$100,000

At The Well
Grow Justice: Fight Hunger
Jenerator
JLens Investor Network

\$100,001 — \$200,000

The Jewish Studio Project
Jewish Youth for Community Action

\$200,001 — \$500,000

Jewish Partisan Educational Foundation
JIMENA: Jews Indigenous to the Middle East and North Africa
Shalom Bayit

\$500,001 — \$1,000,000

Wilderness Torah

\$1,000,001 — \$3,000,000

BimBam
Jewish Film Institute
Keshet
Kevah
OneTable
Reboot
Urban Adamah

\$3,000,001 +

Bend the Arc: A Jewish Partnership for Justice
The Contemporary Jewish Museum
Honeymoon Israel
InterfaithFamily
Moishe House

Acknowledgments

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Leadership

Slingshot is guided by a board of directors without whom *Slingshot 2017*, the Slingshot Fund, and our annual community gathering, Slingshot Day, would not be possible. Their commitment to supporting innovation in Jewish life provides great hope for our collective future.

Sarah Rueven – Chair

Daniel Raiffe – Executive Committee

Bethany Shiner – Executive Committee

Philip Silverman – Executive Committee

Erica Belsky

Aaron Bisman

Debra Hokin

Jonathan Horowitz

Coby Lerner

Rebecca Richards

Dan Rueven

Lana Volftsun

Jenna Weinberg

Investors

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21/64

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Rachel Adler
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Jenna Weinberg
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Dan Zuckerman

Evaluators

Thank you to our wonderful team of evaluators who helped to assemble *Slingshot 2017*. These evaluators lent extraordinary analytical skills, sector expertise, and valuable time to assist in the near impossible task of choosing the most innovative projects in Jewish life. Their commitment ensures that *Slingshot* features organizations that inspire us all and play an important role in shaping the future of Jewish life.

Sara Adland
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Shana Zionts

What is Slingshot?

The core of the idea that became *Slingshot* developed organically following a 2003 weekend retreat for a dozen young Jews who were preparing to become involved in their families' philanthropic efforts. Participants wanted to learn how to navigate the alphabet soup of the Jewish community and sort out which organizations resonated with themselves and their peers. *Slingshot: A Resource Guide to Jewish Innovation* was launched shortly after as a Zagat-style guidebook to highlight the most innovative nonprofits in North America each year.

What is the Slingshot Fund?

In 2007 the same next-generation funders who created *Slingshot* launched the Slingshot Fund, a yearly, communal giving circle open to next-gen funders. Together, Slingshot Fund members pool their funds, review proposals, conduct site visits, and make allocation decisions. Being part of the Slingshot Fund offers members opportunities to connect with peers, explore Jewish interests, find causes that are meaningful to their own identities and experiences, and hone leadership skills.

Why should I join the Slingshot Fund 2017?

The Slingshot Fund offers grant-making training to next-generation funders across the country. Members may join to build relationships with other funders in their 20s and 30s, explore the Jewish not-for-profit world, learn more about grant making, or simply have philanthropic experiences independent of their families. There is no one-size-fits-all reason for joining, but if you are interested in having a peer grant-making experience, leveraging your giving, joining a community of next-gen philanthropists, receiving grant-making training, or learning about cutting-edge Jewish organizations across North America, the Slingshot Fund may be right for you.

How does the Slingshot Fund work?

All organizations featured in *Slingshot* in a given year are eligible to apply for a Slingshot Fund grant. Slingshot Fund members pool their donations and spend five months determining group values, examining proposals, conducting site visits, and selecting grantees whose organizations not only fit their designated criteria but also resonate with a next-generation audience.

Grand Street

The idea for *Slingshot* and the Slingshot Fund has evolved through the Grand Street network. Grand Street is a meeting place for young Jews (18 to 28 years old) who are involved or will be involved as leaders in their families' philanthropic efforts. Beginning in 2002 with 12 people meeting for a weekend to ask their own questions, Grand Street seeks to develop a Jewish philanthropic analysis and capacity for strategic thinking, as well as to create a space where members can pursue personal development and build a network of peers in similar positions of philanthropic responsibility. A new cohort of 12 individuals is added each year.

Some participants are in college or have recently graduated, some have already assumed roles within their families' foundations, and many others are just becoming aware of those imminent responsibilities. All feel alone in being young and associated with philanthropic wealth. Many struggle with allocating, or planning to allocate, money while also seeking to reconcile their personal passions with their families' interests, both Jewish and universal.

2164.net/we-offer/convening



The Jewish Community Federation of San Francisco, the Peninsula, Marin and Sonoma Counties envisions a vibrant, caring, and enduring Jewish community that is a force for good locally, in Israel, and around the world.

WALTER & ELISE HAAS FUND

The mission of the Walter & Elise Haas Fund is to help build a healthy, just, and vibrant society in which people feel connected to and responsible for their community.

