

AT THE WELL

Strategic Plan

Executive Summary

2025 - 2028



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Welcome

At The Well began nearly 10 years ago as a **proactive solution to an epidemic of disconnection** from community and from religious institutions. In the intervening decade, rising isolation and loneliness has come to be seen as an urgent public health concern — and rightly so.

At The Well's initiatives serve as beacons of light in these challenging times. Our work brings Rosh Chodesh — an ancient, monthly Jewish holiday — into contemporary life, inspiring peer-led gatherings around the globe. What we've seen is nothing short of profound: lives anchored, communities awakened, healing begun.

In an era marked by isolation, anxiety, and rising antisemitism, our offerings foster resilience, joy, and belonging. The impact is tangible: thousands of women gathering in Well Circles, and a thriving network of individuals and families integrating Jewish time awareness into their lives.

This Strategic Plan outlines our priorities for the next four years. It is a vision of sustainability, expansion, and deepened belonging — a roadmap to **a future where Jewish wisdom supports emotional well-being, intergenerational healing, and a vibrant, inclusive Jewish life.**

Thank you for stepping into this vision with us. Together, we are reclaiming time, rebuilding community, and reviving Jewish wisdom — one month at a time.



Sarah Waxman
CEO & Founder
At The Well



Executive Summary

2025-2028 Strategic Plan

Over the past 10 years, At The Well has catalyzed a global movement, introducing tens of thousands to the ancient yet resonant practice of Rosh Chodesh and the transformative power of sacred Jewish time.

This deeply personal and communal journey invites our audience to reconnect with Judaism as a source of healing, empowerment, and belonging. We've seen firsthand the impact: small-group Well Circles forming, intergenerational conversations deepening, and individual lives transformed by consistent connection to Jewish wisdom.

As we look to the next four years, our focus shifts to sustainability and strategic growth.

To meet the rising demand for our offerings and to deepen our long-term impact, we're strengthening the foundation that supports this vibrant movement.

This includes investing in our organizational infrastructure, expanding our development capacity, and creating new ways for our community to connect and build with us. We will pilot new offerings, expand our reach, and ensure that every woman in our growing network can experience Judaism as deep wellspring of meaning, balance, and joy — at a time when all three are so acutely needed.

Over the next four years, our focus will be on:

- 1. Program & Product:** Expanding our program and product portfolio with emphasis on deeper learning opportunities and intergenerational connections.
- 2. Community:** Fostering belonging within the global At The Well network and local communities.
- 3. Customer Acquisition & Retention:** Growing and activating our audience.
- 4. Operational Efficiency:** Enhancing At The Well's operational capacity, data collection, and analysis.

In a time of global uncertainty and heightened spiritual hunger, we are clear: **At The Well's work is not just relevant — it is essential.** Our programs nourish the soul, foster community, and offer ancient tools for modern resilience. With this strategic plan, we are meeting the moment with clear vision and unwavering dedication to our mission.

Organizational Overview

With our accessible teachings and resources, At The Well helps women make Rosh Chodesh a cornerstone of their lives.

This monthly practice, synced with the cycles of the Hebrew calendar and the moon, supports belonging, growth, and intentional living. Through this regular touchpoint in women's busy lives, they reconnect with their bodies, spiritual practices, and community in a way that empowers them to take ownership of their well-being.



Mission

To enhance women's well-being through ancient Jewish practices.



Vision

We envision a world where all women are connected to their bodies, spiritual practices, and community.



Work

At The Well works to inspire women to empower themselves, live whole lives, and lift each other up.

Our approach to Rosh Chodesh weaves together four threads:



CELEBRATION OF TIME

Illuminating the spiritual potential of each day

We help women understand the **significance of the Jewish calendar as a guide for mindful living**. They learn that each month and each day offers particular guidance for our souls. This approach to marking time promotes wholeness while honoring the first commandment in Torah:

"This month shall mark for you the beginning of the months; it shall be the first of the months of the year for you."

—Exodus 12:1-2



EMBODIMENT

Uplifting the sacredness of the body

Embodiment means being **fully grounded in our bodies and the physical world**. Jewish wisdom clearly states that we are all created in the image of the Divine, and we see the body as a sacred access point for spiritual connection. Just as we teach about the cycles of time and seasons, we also uplift the cycles of the body. We celebrate every stage of womanhood with Jewish wellness rituals.



LEADERSHIP

Cultivating spiritual empowerment

Rosh Chodesh teaches that **we have freedom and agency over our time** and how we spend our lives. Marking time each month is a powerful tool for living with deeper intention. As women strengthen their connections to themselves, their community, and the Divine, they feel empowered to share their voices and lead sacred moments. This introduces new people to the practice while inspiring them to co-own and lead as well.



COLLECTIVE CARE

Moving from isolation to mutual support

We are inspiring **a shift to collective community care** through and beyond the paradigm of individual growth and self-care. At The Well is encouraging people to take responsibility for themselves, for their spiritual home life, and for the community around them. This work is grounded in the teaching "*Adonai echad*" — everything is one.

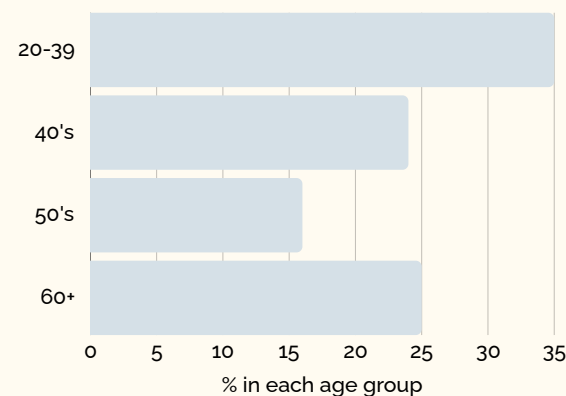
Who We Serve



At The Well's network is richly diverse, attracting a wide range of women and nonbinary individuals, representing 34 countries around the world.

Among those in our audience who identify as Jewish (77%), their practice ranges from cultural to Orthodox. Our audience also includes 23% who do not identify as Jewish, including spiritual seekers, interfaith spouses, those who have recently discovered Jewish ancestry, and those who are in the conversion process. At The Well holds space for this full spectrum, and we are deeply committed to maintaining the diversity of our audience.

Diverse in Age



Top Locations

1. New York, NY
2. Los Angeles, CA
3. Chicago, IL
4. Philadelphia, PA
5. Washington, DC
6. San Francisco, CA
7. Toronto, Canada
8. Portland, OR
9. London, UK
10. Denver, CO

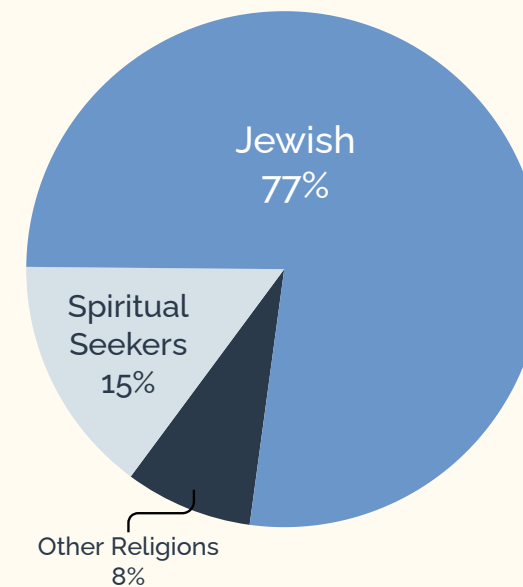
At The Well's audience is...

Global in Scope



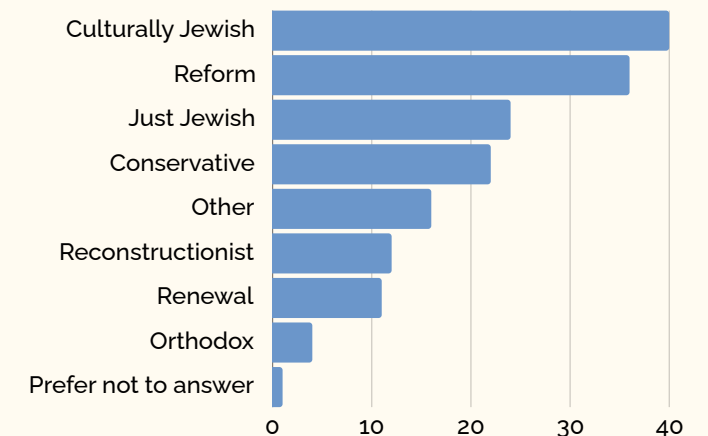
34 countries

Varied in Spiritual Background



Among the non-Jewish spiritual seekers, 88% said they have gained a greater appreciation for Jewish tradition.

Among the 77% of Jewish respondents, they specifically identified as:



25% of Jewish respondents said they were not raised in a Jewish home.



Theory of Change

A Rosh Chodesh practice can transform women's lives — creating empowerment, remedying isolation, and connecting them to the wisdom within Jewish spiritual tradition.

In partnership with the team at For-Purpose Evaluations, we have developed a new theory of change to illustrate both the immediate outcomes of At The Well's work as well as the long-term impact we make on communities and society.

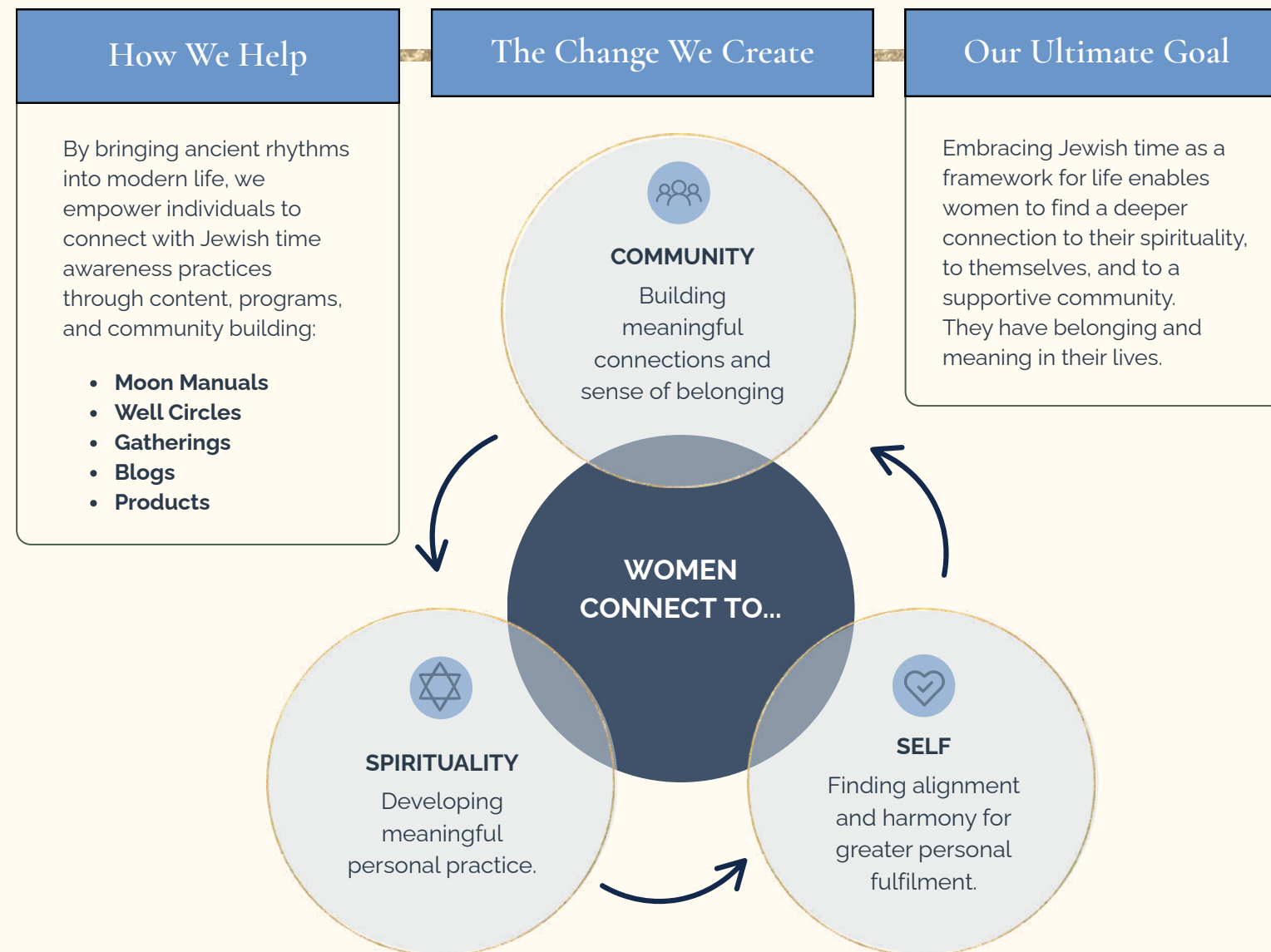
This theory of change, along with a robust measurement, evaluation and learning framework, will allow us to both demonstrate and amplify our impact over the next four years.

The Context At The Well Works Within

Women struggle to balance their spiritual, emotional, and social needs with their busy lives and obligations. Barriers to spiritual practice and community building — such as antisemitism, and modern reliance on technology — lead to pervasive feelings of isolation. More and more identify as “spiritual, not religious” and seek meaning outside of traditional institutions — and now increasingly within niche, offline communities.

The Challenges We Seek To Address

Many women feel disconnected from their spirituality and from themselves. They lack meaningful community or a clear spiritual path. The absence of Jewish spaces to explore spirituality and ritual on their own terms leads to feelings of isolation, and many remain unaware of the potential for Jewish wisdom, culture, and time awareness to support their personal well-being.





Strategic Priorities

2025-2028

Over the next four years, At The Well will pilot and test programs, products, and marketing strategies to meet the needs of our audience, expand the practice of Rosh Chodesh, generate revenue, and cultivate new donors.

Four key priorities will guide At The Well's focus on growth and impact:

Program & Product
Expand program and product portfolio with emphasis on deeper learning opportunities and intergenerational connections

Community
Fostering belonging within the global At The Well network and local communities

Customer Acquisition & Retention
Grow and activate our audience

Operational Efficiency
Enhance operational capacity, data collection, and analysis

Sustainability and philanthropic growth are at the core of our overarching strategy, allowing us to meet our programmatic goals, continue to reach a broad audience, and deepen each individual's affiliation with At The Well.

Strategic Priorities

Program & Product	Community	Customer Acquisition & Retention	Operational Efficiency
<p>Expand program and product portfolio with emphasis on deeper learning opportunities and intergenerational connections</p> <ul style="list-style-type: none"> Expand portfolio to include family and intergenerational practice. Build a certification program reaching 25 people to invest in deeper learning and build network leaders. Establish a playbook for programs and facilitators. Invest in platforming diverse voices to demonstrate our distributed leadership model and ensure our offerings are reflective of our community. Establish accessible entry points for each portfolio (individual, peer, family). Prioritize offerings with earned income potential. 	<p>Fostering belonging within the global At The Well network and local communities</p> <ul style="list-style-type: none"> Invest in individual giving campaign to build shared commitment to At The Well's sustainability. Launch a community membership model to increase belonging and streamline the consumer journey. Build pathways for in-person events to connect to our global communal network and to ignite Well Circles. Expand toolkits and education resources for people to start Well Circles. 	<p>Grow and activate our audience</p> <ul style="list-style-type: none"> Invest in acquisition strategy, with attention paid to growing our young adult and family audiences. Elevate Sarah Waxman's leadership to be more forward-facing, including writing a book and seeking speaking engagements. Expand social media follower growth and engagement. Retain and move the audience to their next customer journey destination. Invest in packaging and storytelling around our impact data to use as a tool in outreach and fundraising. 	<p>Enhance operational capacity, data collection, and analysis</p> <ul style="list-style-type: none"> Data collection plan; outlining all the data collection points, how often they will be deployed, and what data is collected. Measuring impact regularly. Evolve technology platforms to support community needs. Invest in development capacity to expand donor support. Attract and retain a committed, diverse, and high-caliber team. Evaluate campaign and product ROI to ensure effective financial growth.

“At The Well is a beacon of empowerment and well-being, beautifully weaving Jewish wisdom into the fabric of modern life. Their commitment to enhancing women's lives through these practices is a true blessing that knows no cultural bounds.”

DARLENE C., RETREAT PARTICIPANT

Our strategic plan positions At The Well to deepen our impact, enhance our operational capacity, deepen affiliation, and establish a strong, sustainable position.

We have delivered powerful Jewish learnings that reconnect women to themselves, each other, and their communities. We know our programming delivers life-changing outcomes and we are poised to emphasize deepening this affiliation with programming, products, and network connections over the next four years.

By December of 2028, we will have:

- Women in Well Circles increased 20% year-over-year.
- Individual giving campaigns generating consistent and reliable income, increasing by at least 7% year-over-year, and total contributed revenue increased by 16% by the end of the strategic plan.
- 15% increase in earned revenue year-over-year.
- Five new tools designed to support individual, Well Circle/peer, or family Rosh Chodesh practices.
- Launch of the first iteration of a community membership for individuals to deepen their commitment to the mission of At The Well and engage with the larger At The Well community.
- First iteration of an At The Well certification program pilot, with 25 graduates.
- Broadened our community base by 50%, reaching over 56,000 contacts.

In a world of increasing disconnection, At The Well is providing a vital way forward — an answer to the longing and languishing we know women are experiencing. Each woman affiliated with At The Well creates a strong ripple effect in her family and community. Our audience is expansive and diverse, and our impact on them is profound, lasting, and life-changing.

By ensuring that every woman and family has access to a Rosh Chodesh practice, we are dedicated to nurturing a sense of belonging and wholeness that resonates far beyond our organization. What greater reason could there be to continue this important work.

Conclusion

Thank you

*To all of our financial supporters,
and to the global At The Well
network, for uplifting this
life-changing mission.*



At The Well is a 501(c)(3) nonprofit on a mission to enhance women's well-being through ancient Jewish practices.

atthewellproject.com