### **The Well** A Study of the Community and its Participants



Tobin Belzer PhD, with Leah Josephson MSW May 2020

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## Introduction

This study provides a detailed description of The Well and its participants. Findings are drawn from several sources, which contributes to the validity of findings based on cross-verification. The report couples qualitative research funded by the Jim Joseph Foundation with findings from two recent studies conducted by Tobin Belzer PhD, that were commissioned by The Open Dor Project and the Union for Reform Judaism (URJ). The August 2019 study, "Seven Communities Engaging Young Adults," commissioned by the URJ, was designed to gather empirical data about the qualities and characteristics of Reform-affiliated communities and congregations that are successfully engaging young adults. The seven sites of inquiry - including The Well-were identified based on a reputational sample. The May 2020 study, "Jewish Spiritual Startups and Participants," conducted with Dr. Ari Y. Kelman, was commissioned by the Open Dor Project. This inquiry focused on the seven communities in the first two cohorts, and includes data about The Well (which was part of the inaugural cohort). The research draws upon a triangulation of methods - including in-depth qualitative interviews with community leaders and participants, participant observation, a survey of participants, and document analysis.

The current report includes findings drawn from 18 qualitative interviews with professional and lay leaders and participants of The Well.\* It also includes insights from survey findings based on responses from 100 community participants between the ages of 21-49.\*\*

The report begins with a brief overview of The Well and then goes on to describe community members' backgrounds and demographic information based on survey findings. The second part of the report details the community's characteristics and accomplishments. The last part describes the many ways participants have been positively affected by their involvement. The report concludes with reflections on the future of the community in light of the leadership transition taking place with the departure of the Founding Director.

\*The quotes included throughout the report are drawn from interviews and open-ended survey data. Quotes were selected to represent a range of voices across the responses and were edited for ease of readability.

\*\* Every respondent did not answer every question. The number of responses to particular questions is indicated as (N=#). Percentages may not add up to 100% due to rounding.

## The Well

Since the late 2000s, a major revival of Jewish life has taken place in Metro Detroit, spurred by an influx of Jews under the age of 40. The number of young adults ages 18-34 living in Detroit as of 2018 was 19,100, up from 9,400 in 2005 — a 103% increase. The Well was founded in 2015 to serve members of this population.

The Well's mission is to create and foster an accessible, inclusive, relationship-driven community that uses Jewish wisdom and ritual to help community members flourish as human beings. This outreach effort was designed to increase the number of young adults (ages 21-40) and young families (with kids ages 0-5) who are empowered to actively participate in inspiring and relevant communitycentric Jewish life. Using participant-driven programming and relationship building, The Well provides inclusive, accessible, and pluralistic opportunities for spiritual growth, character development and community involvement.

The community is led by Rabbi Dan Horwitz who will serve as the Founding Director until June 2020. Rabbi Jeff Stombaugh, the incoming Executive Director, will be supported by an operations manager and a family educator. "The Bucket List," a strategic advisory board of around 16 volunteer leaders, meets monthly. Many other community members are involved with the planning and implementation of gatherings, including leadership representatives from approximately 40 micro-communities. Staff members and lay leaders collaboratively facilitate network weaving and support grassroots community building.

The Well and Rabbi Dan Horwitz have garnered significant media attention from multiple Jewish and mainstream news outlets, including *The Detroit News*, *The Jewish News, and The Forward.* Facebook and wordof-mouth are the group's most effective tools to publicize events. There are more than 2500 emails on the community's email list.



### The Well's approach to community building is:

#### Relational

Community is cultivated by fostering meaningful relationships that evolve over time.

#### Welcoming

Diverse entry points are provided for people who have never engaged, those who want to re-engage, and those who have engaged consistently.

#### Elective

Participants engage when and how they choose.

#### Empowering

Community members are supported to cocreate meaningful Jewish ritual, educational, and spiritual experiences.

#### Evolving

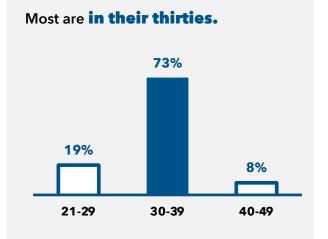
The Well makes Jewish practice and experience relevant to participants by coupling ancient wisdom with contemporary sensibilities.

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### Respondents

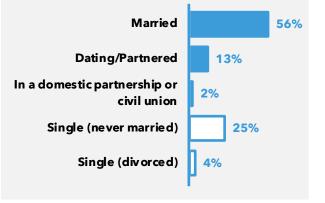
Survey respondents' demographic data are consistent with leaders' understanding of the broader make-up of The Well participants. These

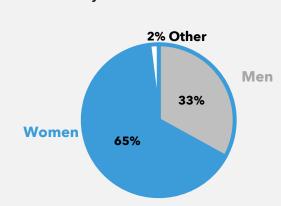
#### Of the respondents:



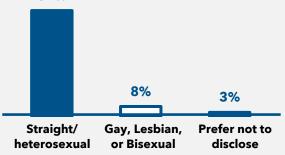
qualities are also consistent with the characteristics of young adults who participate in the Jewish spiritual start-up communities described in the URJ and Open Dor Project research.

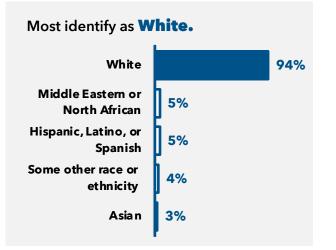
#### Most are in relationships.



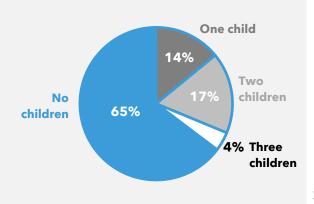


#### Most identify as **straight or heterosexual.** 89%





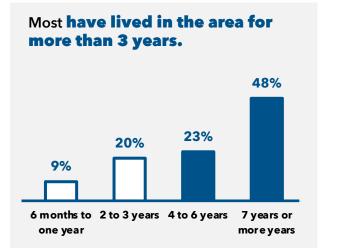
#### Most are **not parents.**



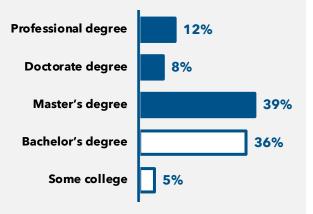
Most identify as **women**.



#### Of the respondents:

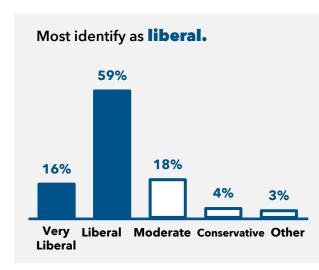


#### Most have graduate degrees.



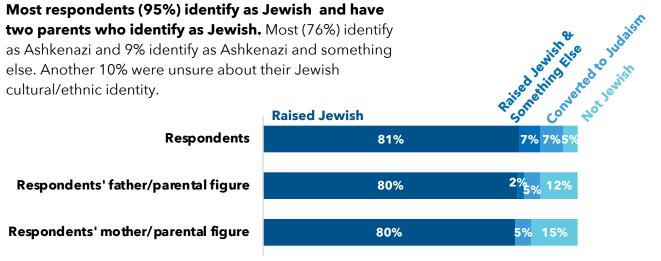
Most have household incomes of \$100,000 or more.



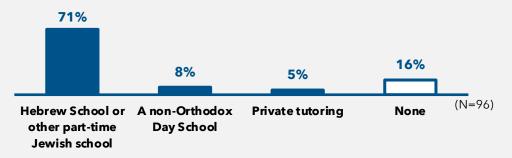


#### **Jewish Backgrounds**

Most respondents (95%) identify as Jewish and have two parents who identify as Jewish. Most (76%) identify as Ashkenazi and 9% identify as Ashkenazi and something else. Another 10% were unsure about their Jewish cultural/ethnic identity.



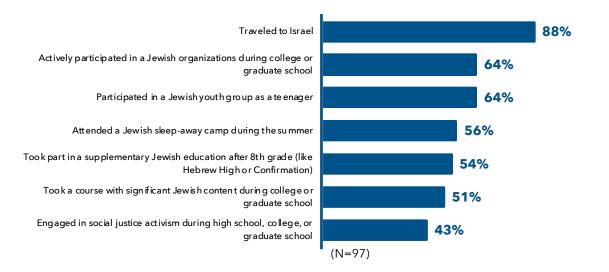
Most respondents (84%) participated in some type of formal Jewish education before the age of 14.



#### **Respondents engaged a broad array of Jewish**

experiences growing up. The majority (72%) have taken part

in three or more such activities.





#### **Jewish Involvement**

Before they became involved with The Well, 71% of respondents said they were engaged with a wide variety of national and local Jewish groups, organizations, communities, or congregations, including:

- 1. AJC
- 2. B'nai Moshe Synagogue
- 3. Bais Chabad
- 4. Chabad of West Bloomfield
- 5. Congregation Beth Shalom-Traverse City
- 6. Congregation Shaarey Zedak
- 7. Congregation Shir Tikvah
- 8. Detroit City Moishe House
- 9. Detroit Jews for Justice
- 10. Downtown Synagogue
- 11. Hazon
- 12. IfNotNow

- 13. Isaac Agree Downtown
  - Synagogue
- 14. Jbaby Detroit!
- 15. JCRC
- 16. Jewish Federation of Metro Detroit
- 17. Jewish Young Professionals of Ann Arbor
- 18. Jfamily
- 19. Mishkan Chicago
- 20. Moishe House
- 21. NEXTGen
- 22. Orthodox Minyan of Ann

- Arbor
- 23. Partners in Torah
- 24. PJ Library
- 25. Repair the World
- 26. SVARA: A Traditionally
  - Radical Yeshiva
- 27. T'chiyah
- 28. Temple Beth El
- 29. Temple Israel
- 30. Temple Shir Shalom

#### As young adults, respondents engage Jewishly in a

**variety of ways.** In the past year, they have participated in a wide array of Jewish events and activities. Almost every respondent (98%) engaged in four or more ways.

| Attended a Jewish program or activity                     |        |     | 97%        |
|---|--------|-----|------------|
| Participated in a Shabbat meal                            |        |     | <b>95%</b> |
| Sought out online content                                 |        | 80% |            |
| Initiated a conversation on a Jewish-related topic        |        | 78% |            |
| Watched a movie or tv show                                |        | 78% |            |
| Hosted a Shabbat meal                                     |        | 59% |            |
| Had a spiritual experience in a Jewish context            |        | 54% |            |
| Read a book   |        | 54% |            |
| Volunteered for a social justice or advocacy organization | 5      | 1%  |            |
|   | (N=98) |     |            |

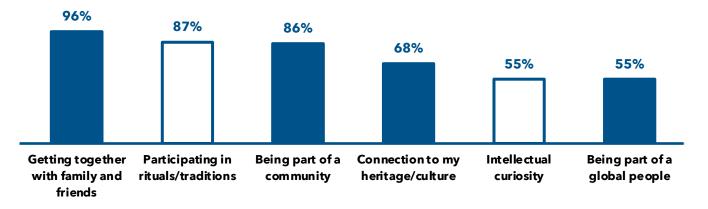


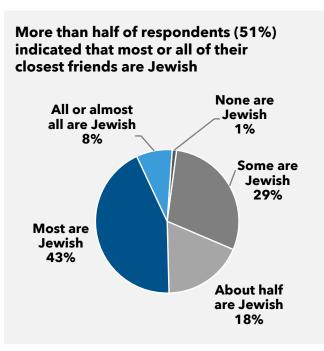
#### **Jewish Involvement**

## Relationships are an important aspect of respondents' Jewish

**experience.** For the majority, their sense of Jewish connection is grounded in relationships.

### Which of the following best describe the ways you connect Jewishly? (Respondents could select all that apply)





### Opportunities for Involvement

Through its empowerment-centric co-creation model, The Well supports hundreds of gatherings each year. Opportunities for involvement center around:

- 1) Community building
- 2) Gathering
- 3) Empowering
- 4) Inspiring\*

At the core of The Well's engagement strategy is Shared Interest Groups: micro-communities comprised of 8-12 young adults (some groups include children) who are committed to meeting monthly. Staff members work to seed the small groups by helping participants make substantive connections with one another based on their shared interests. Once initiated, gatherings are facilitated by group members. Participants take turns hosting and facilitating experiences for their peers.

The number of interest groups has expanded each year: from three in the first year to 38 in the fourth year, with approximately 350 young adults participating monthly. There are nine groups that meet for Shabbat dinners, ten Young Family Shabbat Playgroups and ten groups dedicated to observing Rosh Chodesh. here are also three robust groups for whiskey tasting, one for craft beer, two for mahjong, and a charity poker giving circle. In the past, there have also been groups for meditation and writing, Jewish learning, and plant-based Shabbat dinners.

Quarterly-to-monthly Friday night Shabbat services and dinners (that are led by rabbis and lay leaders), are designed to be musical, meditative, and thoughtprovoking. Young adults are also supported to host and attend Shabbat dinners in one another's homes, with funding, tips for menu planning, and guidance about rituals. Opportunities for young families include Saturday morning Tot Shabbat and a family education series. With funding from the Covenant Foundation, The Well piloted a Beit Midrash-style learning series. "CSI: Coffee. Study. Interpret." brings together expert speakers and draws upon contemporary and ancient source texts to investigate Jewish perspectives on topics like immigration, LGBTIQ issues, and imprisonment and rehabilitation. The Well subsequently received additional funding from the Covenant Foundation to scale the project to Baltimore, Cleveland, and Memphis.

The Well also offers creative holiday gatherings like a Passover inspired escape room, a Rosh Hashanah On The River event, and meals hosted in a Game of Thrones- themed sukkah. In 2016, The Well created #Reflect4Rosh, a social media campaign to support introspection related to Rosh Hashanah that touched more than 120,000 people.



\* See Appendix A for more in-depth information about these modes of involvement.

### Opportunities for Involvement

The Well's programming is **creative** and **relevant** to young adults' lives. Respondents described The Well as "joy-filled," "positive," and "fun." The community provides diverse entry points into Jewish life for those who might not otherwise connect through prayer or other more traditional modes of Jewish engagement. More than one-third of participants (37%) agreed they are not interested in most synagogue services and another 29% agreed they do not feel committed to any particular denomination. Young adults who want to live Jewishly but are not interested in synagogue-based Judaism have found one another through this community.

The Well has shown many respondents a way to experience Jewish life that is entirely new to them: 43% agreed that before participating, they never imagined that Judaism could look or feel like it does with The Well.

Respondents appreciated The Well's **nonjudgmental** educational approach. They described learning opportunities that encouraged questions and did not make them feel embarrassed for not knowing.

The Well focuses on **empowering** participants to make their Jewish experience their own. A few respondents specifically described how Rabbi Horwitz emboldens participants to lead. One

[The Well offers] spiritual engagement through a Jewish lens that doesn't require attending synagogue, or rigid religious practice and that's really compelling

- A participant in his late 30s

There's so much creativity. There's always a twist or a fun element. They are always trying to think of different ways to keep people engaged and modernize Jewish concepts or ways to celebrate a holiday. It's a good way to bring people in and keep them interested. - A participant in her early 30s described Rabbi Horwitz as "an inspiration" who enabled them to experiment with leading services and to reflect on their own Jewish practice. "The Well helps people practice their Judaism in whatever way is **meaningful** to them," another respondent remarked.

Inclusivity is a priority that strongly speaks to most respondents. The majority (75%) agreed that "any community they are part of should welcome non-Jews." A respondent characterized The Well's posture of **inclusivity** as "a force for good in our community." In contrast, they described how traditional attitudes toward people who intermarry have "led to generations of people feeling alienated from their people and from Judaism." Another respondent, who is married to a non-Jewish person asserted:

My wife has found The Well to be a really great source of learning as well as inclusion. She has never felt like she was on the outs. It's a good way to experience a nonasshole version of the religion.

Still another described Rabbi Horwitz as "one of the best clergy in Metro Detroit" because he is "pushing Judaism forward in a way that is really personal, relatable, and down to earth." More than half of respondents (57%) agreed that the rabbi is part of the reason they participate.

[The Well] has done a great job of creating experiences that are fun, accessible, and constantly changing. If I had The Well growing up I wouldn't have been hiding in the bathroom at Hebrew school or playing hooky in the parking lot. - A participant in his late 30s

Our generation was really the first one to be given the driver's seat to our own Judaism. We've been encouraged from college on to really figure it out for ourselves. A lot of us want community but don't want to be involved with a traditional institution, and The Well fills that need. - A participant in her mid-30s

#### Funding

Funding for the community is drawn from multiple sources, including individual donations, grants, and fees for services. In 2019, the annual budget was \$450,000. About one-quarter of The Well's income came from contributions and event fees from participants. (Fees for events are highly subsidized). The other 76% was contributed from foundations and organizations.

The Well was launched with a four-year pilot gift of \$700,000 by philanthropist Lori Talsky and the backing of Temple Israel, the largest Reform synagogue in the country. The synagogue also provides in-kind support and fiscal sponsorship. The Well otherwise operates autonomously. In fact, The Well operates so independently of the synagogue that some participants are not even aware of the connection.

In 2018, The Well was part of the inaugural cohort of the Open Dor Project, a multi-year, cohort-based program designed to support the development of Jewish spiritual communities that serve young adults. The opportunity provided three years of funding, including \$100,000 in the first year, \$75,000 in the second year, and an earned matching funds of \$50,00 based on independent fundraising during the final year.

The Well has also been funded by several foundations, including: The William and Audrey Farber Family Foundation, The Ravitz Foundation, The Max M. and Marjorie Fisher Foundation, and The Mandell and Madeleine Berman Foundation.

In addition, programs are funded through strategic partnerships. Organizational partnerships are the norm for The Well, which has collaborated with more than 30 local organizations, including the Jewish Community Center, the Jewish Federation of Metropolitan Detroit, synagogues, Jewish social justice and environmental organizations, and the two local Moishe Houses. In one community-wide effort, five young adult rabbis from Detroit-area synagogues and Jewish organizations collaborated to host Shabbat Together, a non-denominational spiritual experience and farm-to-table dinner for young adults at a historic downtown industrial building turned event space.

The Well is supported in part by contributions from participants. For two consecutive years, the community has raised over \$100,000 from more than 400 young adults and young families through #BuildTheWell, an annual crowdfunding campaign.

More than half of respondents (66%) agreed they would happily pay a reasonable fee for the services The Well provides. A participant in her 30s shared her perspective about The Well's success fundraising from participants in these words:

I think people want to give because they feel like they're getting something from The Well. You can see where your dollars are going. You go to Tot Shabbat once a month, which is free, and so you know your \$100 is going to that. It shows how valuable people think the programming is to the community.

Like most synagogues and Jewish spiritual start-ups, financial sustainability is an ongoing challenge for The Well. Over the years, the number of staff members supporting The Well has changed in order to adapt to budget fluctuations. Funding from the Open Dor Project enabled the Well to hire additional employees, which helped the community grow. Rabbi Horwitz explained:

We are a human centered business. The more people to do the work, the more the work can get done.

More recently, the staff size has been reduced as The Well has struggled to obtain large grants to replace those that have wound down.

### Participation

Since it was founded in 2015, leaders estimate The Well has touched more 20% of all young Jewish or Jewish-adjacent adults in Metro Detroit at least once.

The Well serves a population of young adults that come to the community with diverse Jewish backgrounds and perspectives. For some, The Well is a next chapter in their relatively consistent Jewish involvement. Others are returning to Jewish involvement after several years of disconnection from this aspect of their lives. Still others are exploring opportunities for Jewish involvement for the first time.

Participating with The Well is the primary Jewish expression for more than one-third of respondents (39%). For many other respondents, their experience at The Well is additive, representing one aspect of their varied Jewish involvement. Participants include many Detroit natives who have returned after moving away for college. Many have deep roots in the Jewish community and tend to celebrate holidays with their extended families. For these participants, The Well's programming complements their familial connections. Several respondents described how The Well brings vibrancy to their Jewish lives and expressed concern about their Jewish involvement once they age out of The Well's demographic. "I will probably feel a deep void in my Jewish life and my Jewish involvement will dramatically decrease," a respondent predicted. Another, who is close to aging out noted:

I've been trying to find a congregation/shul that we fit into, but it's been hard. There aren't many with young families like ours, and even fewer that are particularly welcoming to interfaith relationships.

Some respondents (30%) said they could not imagine their Jewish life without The Well. One explained, "I would struggle to find a synagogue that incorporated the musical, spiritual services that I love about The Well." Another similarly described The Well's unique ability to make religious holidays relevant and meaningful to them. Still another respondent said that without The Well, "Judaism would feel more like something I did and less like who I am."

I think that a shul and The Well offer different things. They both offer a sense of community and fellowship, but a shul is more traditional. If you have children, you bring them for Sunday education. I think The Well can also serve in those capacities somewhat, but it's more accessible and creative.

- A participant in her late 30s

The Well is the home of the people who are on their journeys of being Jewish and it's also for those who are non-traditional. It is so vital in the metro Detroit community because there's nothing else like it.

- A participant in her mid-20s

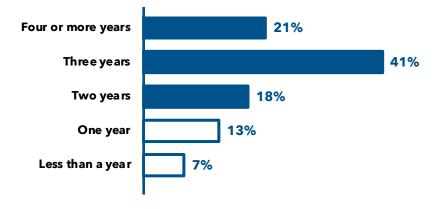
I've met other people [through The Well] who have converted or are going through the process. It's been nice to have other people like me who weren't born and raised Jewish. Even in the mission statement it says it's not just for Jewish people but also friends. I appreciate that it doesn't feel like a super exclusive community. - A participant in her early 30s

The Well, for a lot of people, is one of the ways they're engaged in Judaism. For other people, it's their only exposure. What impresses me the most is the way The Well has been able to engage so many different people from different areas of Jewish life with their programming.

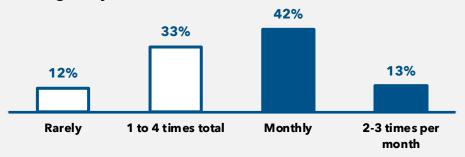
- A participant in her early 30s



### Most respondents have been involved with The Well for two or more years.



Within the past year, most participants (55%) have engaged with The Well with some regularity.



**Respondents have participated in a wide variety of ways.** Gatherings take place in a wide array of venues, including: bars, restaurants and cafes; meeting spaces; public parks; and participants' homes, as well as camps and conference centers.

| Small group<br>gatherings | Large scale<br>events | Meeting with<br>the Rabbi<br><b>45%</b> | Immersive<br>retreats,<br>conferences, &<br>convenings | One on or<br>meetings<br>with other<br>participants |                    |
|---------------------------|-----------------------|---|--|---|--------------------|
|                           |                       | 43%                                     | 35%  | Worship   | 17%                |
|                           |                       | Adult<br>education                      | Discussion<br>groups &<br>workshops                    | services  | -oriented<br>ation |
| <b>82%</b>                | <b>76</b> %           | 41%                                     | 37%  | 25%   | Youth<br>educa     |

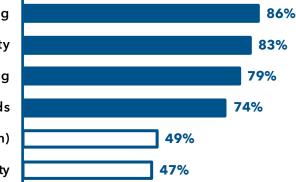
(N=99)

**Relationships** 

#### A primary aspect of respondents' motivation to get involved with The Well was their desire to connect.

When deciding to get involved with The Well, which of the following were most important? (Respondents could select all that apply)

People are warm and welcoming To be part of a Jewish community The rabbi is warm and welcoming To spend time with friends Convenience (timing or location) Afford ability



The Well helped me reflect on what I'm doing and why. We go to a Modern Orthodox shul that doesn't speak to me socially. We need both parts of the community to fulfill our Jewish needs. I realized that the people are more important than the routine and mundane rituals. My Shabbat group [through The Well] has people with very mixed backgrounds. They are our closest friends. - A participant in her 30s

This is our main social circle. All my friends are Well people. We've also tried to get more people involved and we brought in a friend who is now in our Shabbat group and in my Rosh Chodesh group.

- A participant in her mid-30s

I've met some of my closest friends through The Well. New friends are really hard to come by in your 20s and I would never have met these people otherwise. It's been great to have a place to meet people through events and shared interest groups. I see them outside The Well as well.

- A participant in her mid 20s

There are 12 of us in the Shabbat dinner group who all live in the same area. [Rabbi Horwitz] did a great job of connecting us. We've been meeting for a few years and our group has really bonded. We're growing up together: we were the first to have a kid and now one of the other couples is also. - A participant in his early 40s

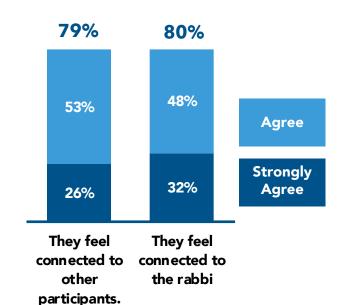
I greatly appreciate that The Well has connected me with people who are now dear friends through small group engagement. Social connection seems to be what The Well does best.

- A participant in her 30s

### Outcomes

#### **Respondents have a strong sense of connection with the leaders and participants of The Well.** For most,

those connections extend beyond their participation: 72% said they get together with people socially outside of The Well's organized gatherings. A few asserted that the relationships they have developed will continue long after they are too old to participate in The Well.



### Participating has positively affected respondents' sense of self as Jews.

Every time I go to an event I get a deeper sense of myself. I've gained an understanding of my Jewish identity through Well activities. - A participant in her 30s

> The Well has connected me to a global Jewish community that I didn't know existed and exposed me to new ideas popping up all over the world. - A participant in his 30s

[The Well] brought me back to the culture that I grew up with, that I didn't even realize I was missing. Once my grandparents got older, we kind of stopped doing Jewish stuff. Then I married into a big Catholic family where everyone went to Catholic school. It became important to me to introduce [my Jewish background] into my future family and I want to educate myself so I can carry it on. - A participant in her late 20s I am now more comfortable talking about, participating in, and sharing Jewish ideas and holidays, as well as coming up with my own traditions, thanks to encouragement from The Well. - A participant in his 30s

The Well has helped me identify the parts of Judaism that are important to me as an individual and helped me show my non-Jewish partner why my community is so special. It has opened my eyes to new ways to celebrate Judaism, something I will forever try to embrace with my future family.

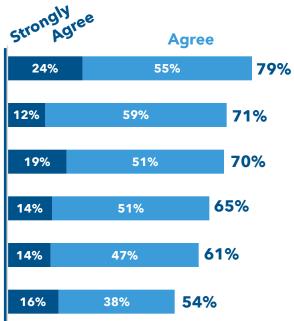
- A participant in her 20s

It's been a bridge. I grew up religious, but then stopped being religious. When I got married and had kids, I wasn't sure how I wanted to engage with Judaism, and The Well has been there on that journey with me. - A participant in her 30s

### Outcomes

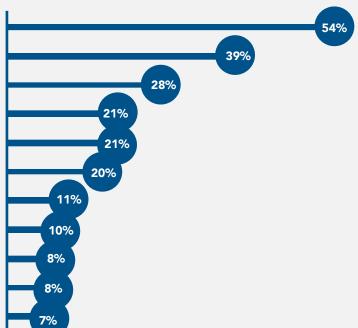
#### More than half of respondents agreed that participating in The Well enriched their Jewish lives in a variety of ways.

| Increased their sense of connection to something bigger                 |
|---|
| Deepened their understanding of Judaism                                 |
| Motivated them to live more Jewishly                                    |
| Deepened their connection to a holiday or ritual                        |
| Helped them articulate what is meaningful to them                       |
| Experienced a Jewish holiday or ritual th <i>a</i> t was<br>new to them |



Motivated by their experience with The Well, respondents have pursued additional Jewish involvement with a variety of organizations and groups.





### Concluding Thoughts

Since it was founded, The Well has developed into a vibrant web of meaningful relationships. The connections that were initially nurtured through Rabbi Horwitz's relationship driven communitybuilding efforts have grown in both breadth and depth. Hundreds of people's lives have been enriched by the scores of opportunities The Well has provided for learning, reflection, and connection. The Well has developed into an open and accessible Jewish community that is enabling a sense of belonging among people with diverse backgrounds and interests. Whether new to Jewish community, returning to involvement, or continuing their connection, The Well has offered participants diverse opportunities to grow socially, emotionally, intellectually and spiritually. In Rabbi Horwitz, participants had a Founding Director who was approachable, interested, and knowledgeable. He modeled how a leader can bring their full self to the role and empowered lay leaders to do the same.

Much has changed since The Well was launched five years ago. The departure of the Founding Director marks an important milestone in the lifecycle of the community. The Well is also in the midst of another significant transition, as the earliest adopters are beginning to age out of the community's young adult population. In addition, the broader communal context has changed over time: the constellation of Jewish organizations and programs serving young adults in Detroit has evolved significantly since The Well was founded. All of these factors provide a valuable opportunity to reflect on the future directions of the community. With the strong foundation Rabbi Horwitz has developed, The Well is poised to continue to be a unique and vital asset to the Jewish ecosystem in Detroit.

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#### **Appendix A: Opportunities for Involvement**



### Coffee Dates & Network Weaving

Staff members meet with participants to learn about their backgrounds and interests. Based on the information gathered, staff members provide tailored support for participants' involvement in Jewish Detroit and work to introduce them to "the five best friends they didn't know they didn't have but always wanted."

#### **Monthly Profiles**

- *NJP* (*Nice Jewish Person*) of the Month highlights an "amazing and eligible" community participant
- WELLCOME home! highlights community participant who haves recently moved back to Metro Detroit
- *36under36:* In partnership with the Detroit Jewish news, The Well annually highlights 36 exceptional young professionals impacting the Jewish and general communities

#### Partnering

The Well has partnered with more than 30 organizations in the Metro Detroit area and others nationally to create opportunities for connection, learning and service.

#### Gathering



#### Friday Night Shabbat Experiences & Tot Shabbat

The Well offers regular Shabbat services and dinners on Friday evenings and Saturday morning services with music, stories, dancing, crafts and snacks for families with young children.

#### **Innovative Holiday Gatherings**

Creative approaches to holiday celebrations include a Passover-inspired Escape Room and a Game of Thrones themed Sukkah constructed of over 2,000 recycled soda cans. A communitywide Tashlich ritual for Rosh Hashanah used a drone and hydro-degradable paper to symbolically cast off participants' shortcomings into Detroit River.

#### CSI: Coffee. Study. Interpret.

The Well hosts a community learning series where expert speakers present topics relevant to participants' lives through the lenses of contemporary and ancient Jewish wisdom. Text study is used to investigate Jewish perspectives on topics like: refugees, imprisonment and rehabilitation, perspective on LGBTIQ issues, and the Flint water crisis.

#### Weekend Retreats & Group Travel

Immersive group experiences provide opportunities for community building and personal growth.

#### **Appendix A: Opportunities for Involvement**



#### **Shared Interest Groups**

The Well builds community by supporting people gather with the same group of individuals each month around a shared passion or interest. Groups are self-directed, giving each person the chance to host and facilitate gatherings.

#### **Hosting Shabbat Dinner**

The Well offers opportunities to host and attend Shabbat dinners. A blessings cheat-sheet is provided to assist those who are less familiar with Shabbat rituals.

#### **Participant Initiated Gatherings**

Community members are encouraged to develop ideas for gatherings and are assisted by staff members to implement their visions. Participants have initiated events like WELLness days, women's empowerment programs, and service projects.

#### **Host Committees**

All major events are planned, hosted and executed by participants of The Well. As members of committees, individuals can take on leadership roles to contribute to the community.

# Inspiring

#### **Thought Partnership**

Through speaking and publications, Rabbi Horwitz has cultivated a national platform to share insights based on lessons learned.

#### Consulting

Rabbi Horwitz works with communities around the country to enable the adaptation and piloting of The Well's approach. Leaders from several cities – including Richmond, Atlanta, Baltimore, and Chicago – have replicated or plan to replicate the Rosh Hashanah on the River festival. Three cities are adapting and launching the CSI: Coffee. Study. Interpret. learning model. Rabbi Horwitz has consulted with organizations in four cities to support the implementation of The Well's popular Passoverthemed Escape Room.

#### **National Campaigns**

The Well provides prompts and has a designated hashtag - #Reflect4Rosh - for 30 days of introspection and gratitude leading up to the High Holidays. To date, more than 120,000 unique individuals around the world have interacted with this social media campaign. The Well also created #Friendseder, inspiring scores of young adults to host pre-Passover Seder gatherings with friends before heading home for the holiday.