# SEFARIA

*Strategic Plan 2018 - 2021*

*If the first stage of Sefaria was about creating a great Torah library, the next stage is about bringing it to life.*

*If the first stage was about capturing the Jewish past, the next stage is about shaping the Jewish future.*

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# We are the People of the Book.

For thousands of years, Jewish culture, traditions, and values have been shaped by an ongoing conversation with our texts and with one another.

Sefaria is a nonprofit organization dedicated to creating the future of Torah in an open and participatory way. Torah is more than the Five Books of Moses. Torah is the process of interpreting, questioning, sharing, and debating the texts of the Jewish people. Torah is a conversation that has spanned millennia and continues to this day.

Historically, developments in information technology have expanded access to Torah. From an oral tradition to handwritten scrolls to a vast corpus of printed books, each new medium democratized knowledge and brought more people into the great Jewish conversation. We are the generation charged with shepherding Torah from print to digital in a way that can expand its reach and impact in new and unprecedented ways.

# Our History

Sefaria was founded in 2013 by best-selling author Joshua Foer and former Google product manager Brett Lockspeiser. Josh and Brett imagined a product that would lower the barriers for engagement with Jewish texts, create interactive interfaces for novel Jewish conversation and commentary, and provide educators, scholars, and technologists with an open-source database of Torah literature to make new educational applications easier to develop. The center of this project would be a free digital library of Judaism's great texts, in the original language and in translation. Josh and Brett named the project Sefaria, a play on the Hebrew words for book (*sefer*) and library (*sifria*).

Since then, Sefaria has built an all-star team of engineers, designers, and educators, and has assembled a 150-million-word library, spanning the genres of Torah literature -- Tanakh, Talmud, Midrash, Halakhah, Kabbalah, Mussar, commentaries, and more. Sefaria's popularity has grown with its library. Already, more than 150,000 people use Sefaria each month.

# Our Future

Sefaria's library is vast and broad, and though it will continue to grow, it already includes a yeshiva-level Hebrew collection and hundreds of English translations, most of which were not previously available online. Now we can truly turn to the possibilities of Sefaria, democratizing access to this most prized treasure of the Jewish people. If the first stage of Sefaria was about creating a great Torah library, the next stage is about bringing it to life. If the first stage was about capturing the Jewish past, the next stage is about shaping the Jewish future.

We believe that Sefaria can expand the market for Torah and expand the possibilities of Torah in the digital age. This strategic plan orients Sefaria toward those dreams. It sets Sefaria's course for the next four years, leveraging our library to redefine what it means to learn, teach, and create Torah in the 21st Century.

# *Our Vision & Mandate*

In the Jewish community and in the public square, disagreement too often ends conversation and concludes our encounter with difference. The ethos of Torah rejects this possibility (Babylonian Talmud, Eruvin 13b). Torah's commitment to disagreement (*machloket*) and diversity of opinion (*elu v'elu*) is precisely what has driven the Jewish conversation for millennia, inspiring an ever-growing library of commentaries and interpretations. In every generation, we question and debate these texts and add new layers of meaning.

Judaism's vibrancy lives at this intersection of text and conversation. We may differ, but we come together around our texts, which connect us to our past and to each other. At Sefaria, we believe the world can use a little more Torah.

### VISION

## *A world where Torah is alive and resonant.*

Sefaria will not be able to achieve this vision alone, but we believe we have a unique role to play.

### MANDATE

## *Create the future of Torah.*

Sefaria wants to maximize Torah's potential in the digital age. We will create digital infrastructure and experiences that push Torah media forward and help build a world where Torah is fully alive and resonant.

## *Audience*

Sefaria's website and apps are used by more than 150,000 people each month, with thousands more accessing its library through third-party products Powered by Sefaria. Sefaria's audience spans the breadth of Jewish affiliation and background, but has unique potential for several subsets.

**Jewish educators** were Sefaria's early adopters. They saw the potential Sefaria had to transform their teaching and encouraged us to develop the Source Sheet Builder, which has been used to create more than 100,000 source sheets. We will continue to invest in product development for educators and to work with all those in the Jewish education field who want to explore better and more engaging ways to teach Torah.

Sefaria has also been rapidly adapted by the **younger generations**. Nearly 70,000 people under the age of 34 (and 27,000 under age 18!) already learn, teach, and create Torah on Sefaria each month. Finally, while Sefaria can make learning easier and richer for those with extensive Jewish educations, it is transformative for those who have some Jewish literacy and want to learn more. This includes all students -- including at day schools, yeshivas, rabbinical schools, and universities -- as well as many Jewish professionals, and millions of others.

To make significant progress towards Sefaria's vision in the next four years, the team will focus on three key objectives —

# 1 *Grow and Diversify the Audience for Torah.*

Sefaria has always held great promise for democratizing Jewish learning. Now that we have an excellent core library in place, we can begin the real historic work of bringing that library to life. Sefaria's user growth-to-date has been strong, but we are ready to open the floodgates in a significant way and substantially grow our network. To generate meaningful and profound new Torah learning, we need as diverse a user base as possible contributing, challenging, and creating. We will focus our user growth in both the US and in Israel, and actively seek opportunities to engage both less traditional communities and more traditional communities into which we have not yet made inroads (e.g. Chabad). We will leverage the talent and creativity of our team to continue to pioneer and push the boundaries of how people explore and engage with Torah. To support this objective, Sefaria will —

## (A) Make Torah inviting, engaging and accessible.

To invite the world to explore Torah with us, we need to make our content and platform more welcoming to more users. To this end, we will concentrate efforts on five key tactics —

**i. Illuminate opportunities for curiosity-driven discovery.**
We will invest in and prioritize the accumulation and organization of data and meta-data that will allow Sefaria to present content in new ways. We will build capacity in design to make data visualizations and work to make them more accessible and usable. We will use our data and meta-data to improve search and develop topical exploration, so curiosity can drive Sefaria learning even for people with no previous experience with the Jewish canon.

**ii. Create a more accessible experience for users.**
We will improve product on-boarding and build out ways for users to customize their settings, allowing them to more easily find and organize the content that is most relevant to them. We will create materials to help users orient themselves to the library and offer digital dictionaries, maps, and encyclopedias to help users more fully understand what they are reading. Additionally, we will collect passive data to create each user's global "Torah resume," allowing users to track their progress and celebrate learning milestones.

**iii. Expand the range of voices in our library.**
We need to be more proactive in ensuring broader representation in our library, including the incorporation of more English translations, more Sephardic texts, and works written by women. Additionally, we will explore translations of major works in Spanish, French, and Russian.

**iv. Ensure the quality of our library.**
We know there is a direct correlation between the quality of our library and its usefulness. As such, we will invest time and money to ensure our texts and translations are of the highest quality.

**v. Offer a unified experience across all devices.**
We will invest in app development to ensure there is coherency between the mobile experience and the web experience, and explore how best to leverage other technologies, like voice, giving users access to Sefaria content on different platforms.

**(B)** ## Shine a spotlight on Torah's richness and relevance.

Sefaria will require a proactive approach to marketing, anchored in two key tactics —

### *Israel*

Over the next four years, Sefaria will invest in deepening its relationship to and with Israel by further developing its in-country team, growing its Israeli user base, and cultivating relationships with key Israeli partners.

Sefaria holds unique promise for Israeli public schools, which have Jewish studies, centralized networks, and a shared connection to the Ministry of Education. Sefaria is already partnering with the Ministry of Education on a professional development course for educators. Sefaria also holds great promise for the burgeoning movement of secular Israelis rediscovering Jewish texts.

**i. Develop a marketing plan.**
This plan will consist of a multi-pronged approach that includes search engine optimization, email, social media, in-person and web trainings, a new internal CRM tool, and more. As growth in Israel is one of our key priorities for the next few years, we recognize we will need an Israel-specific marketing approach, too.

**ii. Build a marketing team.**
We will hire a Chief Marketing & Engagement Officer to shape and oversee all of Sefaria's marketing efforts. This team member will be supported by five other in-house hires—a Director of Communications, an Israel-based Communications Manager, two Community Managers (one in Israel and one in the US), and a Content Writer — as well as outsourced support around graphic design, analytics, and search engine optimization.

## *The William Davidson Talmud*

The William Davidson Talmud, Sefaria's digital edition of the Babylonian Talmud, launched in 2017. It features the English and Hebrew translations of Rabbi Adin Even-Israel Steinsaltz, and has already revolutionized access to the Talmud, one of the Jewish people's great contributions to world civilization. The William Davidson Talmud has been studied by 160,000 people in just 14 months.

Over the next few years, Sefaria will continue to invest in evolving The William Davidson Talmud, adding vocalization (i.e. vowels), reference tools, educator features, and other features that enable more people to participate in the great Talmudic debates. The Talmud has a unique role in Jewish culture, and Sefaria has a unique role to play in making it available to the world.

# *2* *Transform the way people learn, teach, and create Torah.*

Sefaria makes Jewish learning and content creation easier, but more importantly, it can make them better. Access to a free, intuitive, and multi-lingual site affords today's learners and educators an unprecedented opportunity to engage with this tradition independently and on their own terms, ensuring that they become active contributors to the great ongoing Torah conversation. To support this objective, Sefaria will —

## (A) Champion a new way of teaching and learning Torah.

As the broader education sector continues to evolve and explore the role of technology, we want to bring a technological revolution to Jewish studies. To change classroom culture in a way that leverages technology to better teach and learn Torah, we will —

**i. Develop exemplary educational uses of Sefaria.**
We will curate exemplary lesson plans and create a platform for educators to search, read, and share. We will offer educators case studies that are specific and relevant in terms of study topic, grade level, and type of school. To begin, many of these case studies will be created in-house by Sefaria, though we will also feature content from partner educators. To help with dissemination, we will build key educational partnerships with Israel's school networks and Ministry of Education, and US-based education and day school organizations.

**ii. Create opportunities for hands-on experience.**
We will offer in-person and virtual trainings to students and teachers, giving them a chance to see the full capacity of Sefaria, play with it, and identify ways to use it in their practice and learning.

**iii. Invest in product development for educators.**
We will design and build tools and product features specifically catered to educators.

**iv. Develop a computer science class rooted in the Sefaria platform.**
We will build a course for Jewish day schools that creates another avenue by which to expose students and teachers to Sefaria and the possibilities of Torah and technology. This class will wed introductory coding with Torah study, allowing students to see each field in an entirely new light.

**v. Build internal capacity focused on education and outreach.**
To support our growing focus in the education sector, we will hire a US-based Manager of Outreach & Community Engagement, an Israel-based Senior Associate, and a US-based Education Associate.

## Ⓑ Pioneer the future of Torah.

To support the creation of new Torah, we will —

**i. Drive content creation.**
We will make Torah interactive, communal, and alive by better integrating reading and creation into the experience of exploring texts. We will further develop our Source Sheet Builder and continue to push new opportunities for user-generated content. We seek to encourage the creation of new Torah on Sefaria.

**ii. Make Torah social.**
We will enable more robust user profiles; foster more meaningful connections between users; build a social ranking system to ensure the best content rises to the top; and experiment with ways to allow users to engage in interactive discourse and exploration with one another. This creative conversation is fundamental to a vibrant Torah.

**iii. Encourage open-source design and development.**
We will continue to support third-party product developers and will host hackathons, contests, and awards to empower and inspire others to use Sefaria's API and data to build new products for themselves and the rest of the community.

## *Collaboration*

Collaboration and co-creation are essential values for Sefaria. As an open-source platform, we invite and support people to create new projects using our data or API. To date, students, computer scientists, and researchers have created more than 20 third-party apps and projects Powered by Sefaria. Several high-traffic websites, including MyJewishLearning.com and Hebcal, use our autolinker to connect textual citations on their site to the primary sources in Sefaria's library. We will continue to support and promote projects leveraging Sefaria's infrastructure so that Torah continues to reach beyond our website and apps.

Sefaria also works with educators and Jewish organizations to supercharge their efforts, offering tools for creating and sharing Jewish content. Educators and organizations have made more than 100,000 source sheets on Sefaria (all of which have unique URLs and can be shared easily via email or social media). Sefaria is particularly handy for organizations that work in informal settings, like Hillel and Moishe House, where Jewish libraries are limited, but everyone has a smartphone. In the US and Israel, Sefaria is working with school networks and support organizations to integrate Sefaria and explore the frontiers of Jewish educational technology. Sefaria is committed to working with a wide range of Jewish educational organizations to understand the needs of their users so that we can continue to remain a resource that makes the future of Jewish learning deeper, richer, and more relevant to all.

# *3* *Build a more sustainable organization.*

To grow and deepen our impact in the long-term, we need an organization that is equipped for the long-term. We need to develop the financial, staffing, and operational models that will allow Sefaria to seize opportunities without over-reliance on any one individual or partner. To support this objective, Sefaria will —

## Ⓐ Diversify our revenue streams.

To secure additional sources of financial support, we will focus on four key tactics —

**i. Build a sustainable community funding model.**
We will build a robust individual giving program that leverages the breadth of our community and we will create a culture of philanthropy across the organization.

**ii. Strengthen relationships with institutional and major donors.**
We will create clear donor segments, identify aligned prospects, build a donor stewardship and grants calendar, and lay the groundwork for long-term development planning.

**iii. Explore earned revenue opportunities.**
We will tap into our entrepreneurial spirit to identify and test new ways to generate revenue for Sefaria, including but not limited to: branded partnerships; premium membership or subscriptions; and generalizing Sefaria's software so it can be used for other kinds of libraries and publishing projects.

**iv. Build a development team.**
We will need greater capacity to continually identify and steward donors, manage grants, and build an individual giving program. To this end, we will begin by restructuring our team to carve out a full-time Development Manager position.

## **B** Foster a stronger, more resilient team.

To better support our current team members and ensure our success is never dependent on any one individual, we will —

**i. Further develop our Board of Directors.**
We will provide ongoing training to our entire board and will seek to recruit new board members who can fill existing knowledge and/or network gaps.

**ii. Craft succession plans for key leadership.**
Though we are not currently expecting turnover among our leadership team, we need to stay vigilant in ensuring we have a robust pipeline of talent.

**iii. Invest in R&D.**
We will set a company-wide expectation that every Sefaria team member dedicate time to innovation and moonshot projects. Team members will be given the flexibility and leeway to explore and play, re-imagining what it means for Torah to be alive and resonant in the world.

**iv. Break down our silos.**
We will bring subsets of our dispersed team physically together to facilitate collaboration and cross-pollination. We will push team members to engage in facets of Sefaria unfamiliar to them, and empower them to share their observations, questions, and ideas.

## *The Team*

We have gotten to where we are by bringing together a diverse and uniquely talented set of Torah-lovers, encouraging them to challenge each other like great *chevrutas* do. We know that a continued commitment to working with and developing talent -- both professional and volunteer -- will allow us to uncover and tackle new adventures in the years to come.

Sefaria's four-year pro forma is below, projecting the organization's overall annual budget, including the implementation of this strategic plan.

| Revenues | 2018 | 2019 | 2020 | 2021 |
|---|---|---|---|---|
| Earned Revenue | | | 50,000 | 250,000 |
| Small-Dollar Donors | 250,000 | 450,000 | 650,000 | 1,000,000 |
| Institutional and Major Donors | 2,838,787 | 3,433,980 | 3,577,277 | 3,338,908 |
| Total Revenue | $3,088,787 | $3,883,980 | $4,277,277 | $4,588,908 |

| Expenses | | | | |
|---|---|---|---|---|
| **Personnel** | | | | |
| Management Personnel | 413,640 | 513,345 | 549,279 | 587,728 |
| Product Personnel | 355,472 | 584,567 | 805,487 | 861,871 |
| Education & Engagement Personnel | 368,140 | 600,910 | 785,973 | 895,992 |
| Content Personnel | 333,948 | 357,324 | 326,697 | 293,926 |
| Employee Benefits, Taxes and Fees | 244,064 | 424,999 | 501,548 | 572,473 |
| Professional Development | | 27,100 | 30,750 | 29,750 |
| Content Contractors | 176,000 | 130,000 | 70,000 | 70,000 |
| Product Contractors | 92,140 | 95,000 | 98,000 | 101,000 |
| Engagement Contractors | 30,000 | | 12,500 | 25,000 |
| Personnel Total | 2,013,404 | 2,733,245 | 3,180,234 | 3,437,740 |
| **Non-Personnel** | | | | |
| Acquisitions (Hebrew and English) | 200,000 | 200,000 | 200,000 | 200,000 |
| Digitization | 184,000 | 150,000 | 50,000 | 50,000 |
| Marketing & Engagement | 85,019 | 206,000 | 221,000 | 226,000 |
| Trainings & Conferences | 10,000 | 15,000 | 17,500 | 20,000 |
| Strategic Planning | 40,000 | | | |
| Evaluation | 1,500 | 1,500 | 1,500 | 20,000 |
| Computer Equipment | 8,000 | 11,995 | 9,475 | 4,000 |
| Software & Hosting Fees | 15,000 | 46,000 | 46,000 | 46,000 |
| Development | 66,562 | 80,616 | 73,305 | 76,300 |
| Accounting Fees & other Prof. Fees | 39,501 | 42,500 | 45,000 | 47,500 |
| Bank Fees | 3,300 | 3,500 | 3,750 | 4,000 |
| Insurance & Licenses | 11,004 | 12,000 | 13,000 | 14,000 |
| Legal Fees | 4,800 | 6,000 | 7,000 | 8,000 |
| Office Expenses | 41,498 | 75,665 | 77,825 | 79,500 |
| Travel | 22,000 | 36,000 | 41,000 | 44,000 |
| Total Non-Personnel | 732,184 | 886,776 | 806,355 | 839,300 |
| Miscellaneous | | 108,601 | 119,598 | 128,311 |
| Total Expenses | $2,745,588 | $3,728,621 | $4,106,186 | $4,405,351 |
| NET SURPLUS | $343,199 | $155,359 | $171,091 | $183,556 |

## Strategic Plan Snapshot

Sefaria's three strategic plan objectives will have significant implications on the organization's marketing, library, and product.

| OBJECTIVES | MARKETING | LIBRARY | PRODUCT |
|---|---|---|---|
| **Grow and diversify the audience for Torah** | Develop marketing plan that includes SEO, email, social media, in-person and web trainings, and internal CRM tool.<br><br>Create Israel-specific marketing approach | More English translations<br><br>More Sephardic texts<br><br>Works written by women<br><br>Explore Spanish, French, and Russian translations<br><br>Quality control | Improve on-boarding<br><br>Customized library curation<br><br>Improved search<br><br>Individual progress tracker<br><br>Data and meta-data<br><br>Topical exploration<br><br>Personalized Sefaria experience<br><br>Unified experience across all devices (including voice) |
| **Transform the way people learn, teach, and create Torah** | Develop our educational network<br><br>Hands-on trainings to students and teachers<br><br>Conference presentations and trainings | Exemplary lesson plans<br><br>Other user-generated content | Create educator-specific tools and features<br><br>Develop computer science class rooted in Sefaria's platform for Jewish day school students<br><br>Social functionality<br><br>Open-source design and features |
| **Build a more sustainable organization** | Individual small-dollar donor program<br><br>Explore earned revenue opportunities | Explore earned revenue opportunities | Explore earned revenue opportunities |

# Implementation Timeline

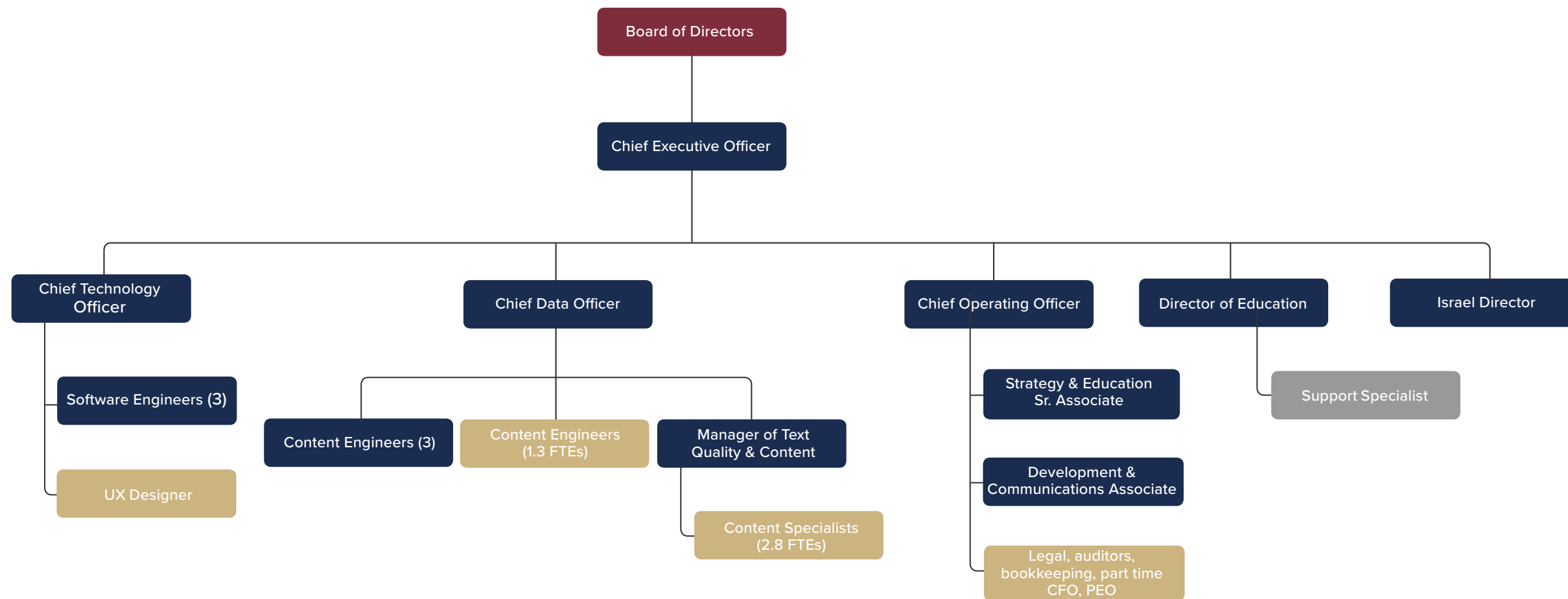| Goal | Objective | Initiative | 2018 Q2 | 2018 Q3 | 2018 Q4 | 2019 | 2020 | 2021 |
|---|---|---|---|---|---|---|---|---|
| Grow and diversify the audience for Torah | 1.a. Make Torah inviting, engaging, and accessible | 1.a.i. Illuminate opportunities for curiosity-driven discovery | | | | ● | ● | ● |
| | | 1.a.ii. Create a more personalized experience for users | ● | ● | ● | ● | ● | ● |
| | | 1.a.iii. Expand the range of voices in our library | | | | ● | ● | ● |
| | | 1.a.iv. Ensure the quality of our library | ● | ● | ● | ● | ● | ● |
| | | 1.a.v. Offer a unified experience across all devices | ● | ● | ● | ● | ● | ● |
| | 1.b. Shine a spotlight on Torah's richness & relevance | 1.b.i. Develop a marketing plan | | ● | | | | |
| | | 1.b.ii. Build a marketing team | | ● | ● | ● | ● | ● |
| Transform the way people learn, teach, and create Torah | 2.a. Champion a new way of teaching and learning Torah | 2.a.i. Develop exemplary educational uses of Sefaria | | ● | ● | ● | ● | ● |
| | | 2.a.ii. Create opportunities for hands-on experience | | | | ● | ● | ● |
| | | 2.a.iii. Invest in product development for educators | | | | ● | ● | ● |
| | | 2.a.iv. Develop a computer science class rooted in the Sefaria platform | | | | | ● | |
| | | 2.a.v. Build internal capacity focused on education and outreach | | ● | ● | ● | ● | ● |
| | 2.b. Pioneer the future of Torah | 2.b.i. Drive content creation | ● | ● | ● | ● | ● | ● |
| | | 2.b.ii. Make Torah social | | | | | ● | ● |
| | | 2.b.iii. Encourage open-source design and development | | | | ● | ● | ● |
| Build a more sustainable organization | 3.a. Diversify our revenue streams | 3.a.i. Strengthen relationships with institutional and high-dollar donors | | ● | ● | ● | ● | ● |
| | | 3.a.ii. Build a sustainable community funding model | | ● | ● | ● | ● | ● |
| | | 3.a.iii. Explore earned revenue opportunities | | | | ● | ● | ● |
| | | 3.a.iv. Build out a development team | | ● | | | | |
| | 3.b. Foster a stronger, more resilient team | 3.b.i. Further develop our Board of Directors | | | | ● | ● | ● |
| | | 3.b.ii. Craft succession plans for key leadership | | ● | | | | |
| | | 3.b.iii. Invest in R&D | | | | ● | ● | ● |
| | | 3.b.iv. Break down our silos | | | | ● | ● | ● |

# Organization Charts & Hiring Summary

Sefaria, March 2018

**Employment Status**

- ■ Full-Time
- ■ Part-Time
- ■ Contractor

```
                        Board of Directors
                               |
                      Chief Executive Officer
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| Chief Technology Officer | Chief Data Officer | Chief Operating Officer | Director of Education | Israel Director |

Chief Technology Officer
- Software Engineers (3)
- UX Designer

Chief Data Officer
- Content Engineers (3)
- Content Engineers (1.3 FTEs)
- Manager of Text Quality & Content
  - Content Specialists (2.8 FTEs)

Chief Operating Officer
- Strategy & Education Sr. Associate
- Development & Communications Associate
- Legal, auditors, bookkeeping, part time CFO, PEO

Director of Education
- Support Specialist

*Organization Charts*
*& Hiring Summary*

Sefaria, 2021

**Employment Status**

■ Full-Time
■ Part-Time
■ Contractor
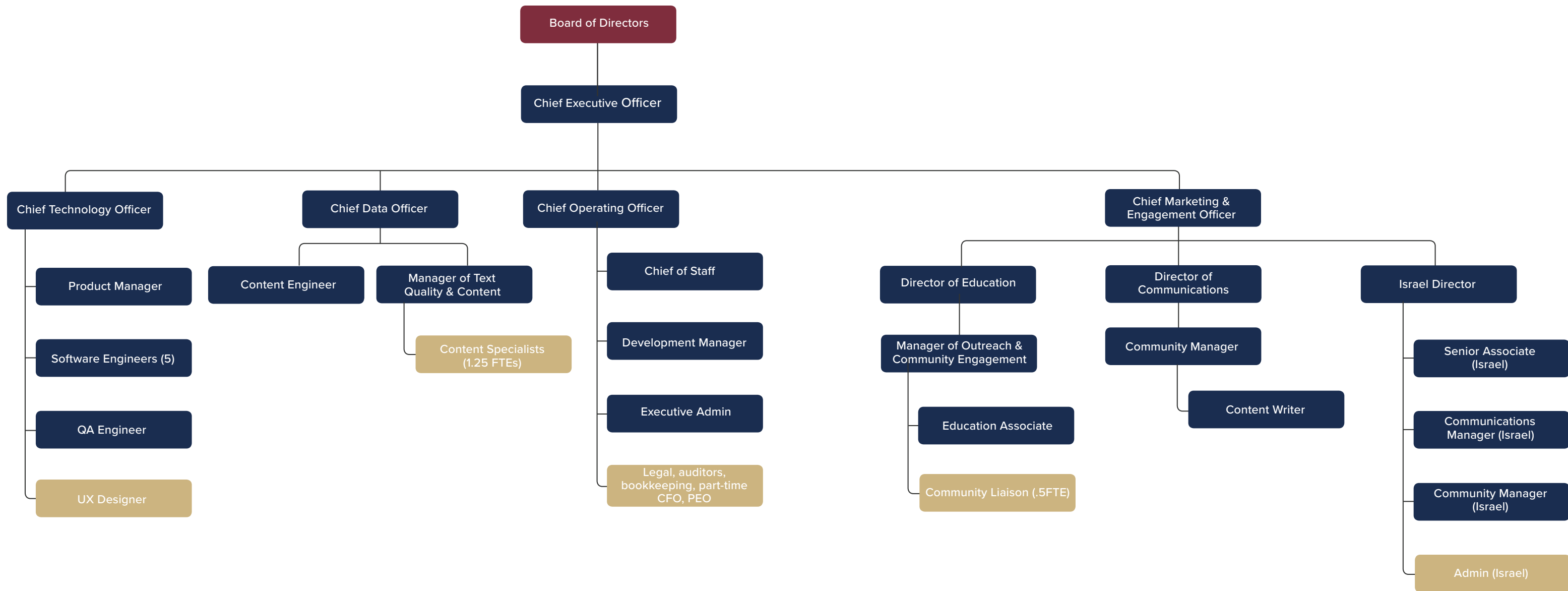
**Appendix C**

# *Organization Charts & Hiring Summary*

Below is a summary of the anticipated staffing changes by team* —

### *Education Team will GROW by 3 FTEs —*

Manager of Outreach & Community Engagement (Q3 2019)
Senior Associate (PT Q3 2018; FT Q3 2019) — Israel
Education Associate (Q3 2020)

### *Library Team will SHRINK by 4.8 FTEs —*

Decrease number of Content Engineers each year through 2021
Decrease number of Content Specialists (all outsourced) each year through 2021

### *Management Team will GROW by 1 FTEs —*

Executive Admin (Q2 2019)

### *Marketing Team will GROW by 6 FTEs —*

Chief Marketing & Engagement Officer (Q3 2018)
Director of Communications (Q4 2018)
Communications Manager (Q2 2019) — Israel
Content Writer (Q1 2020)
Community Manager (Q2 2020)
Community Manager (Q2 2020) — Israel

### *Product Team will GROW by 4 FTEs —*

Software Engineer (Q2 2019)
QA Engineer (Q2 2019)
Software Engineer (Q1 2020)
Product Manager (Q1 2020)

*Except when stated otherwise, all new hires will be US-based.

**Appendix D**

*Key Metrics & Milestones*

| OBJECTIVES | TARGET METRIC | KEY MILESTONE |
|---|---|---|
| **Grow and diversify the audience for Torah** | Library size | By 2021, Sefaria's library will contain 250M words. |
| | User Growth | By 2021, Sefaria will have 500,000+ users/month (representing a 35% year-over-year growth rate) without significantly increasing bounce rate or reducing time on site. |
| | User Diversity | By 2021, non-orthodox represent 65%+ of Sefaria's monthly users. |
| | User Retention | By 2021, 75%+ of users who visit Sefaria in back-to-back months also visit the site six months later. |
| **Transform the way people learn, teach, and create Torah** | Usage of exemplary lesson plans | Number of views of lesson plans (target metric TBD once a baseline is established). |
| | Quantity and quality of trainings | Number of trainings and percent of attendees providing positive reviews (target metrics TBD once baselines are established). |
| | Creation of new Torah | By 2021, users will have created a total of 250,000+ source sheets. |
| **Build a more sustainable organization** | Strong and growing community funding model | By 2021, Sefaria will raise $1M+ per year from small-dollar donors. |
| | Establish earned revenue streams | By 2021, Sefaria will generate $250,000+ in earned revenue. |
| | Staff retention | In each year of this plan, Sefaria will retain 95%+ of the staff it wants to retain. |

# *Acknowledgments*

# SEFARIA

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