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JEWISH FEDERATION
OF ST. LOUIS

Strategic Plan



Jewish
Federation
of St. Louis



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Letter to Our Board & Staff

For almost 125 years, the Federation has inspired our community to support and strengthen Jewish life in St. Louis, in Israel and around the world, evolving over time to meet the moment. Today is no different, as we navigate a changing Jewish and philanthropic environment and respond to the most urgent issues of our time.

To ensure a thriving St. Louis Jewish community today and into the future, Federation recently embarked on a strategic planning process led by a lay committee, in collaboration with professionals, guided by our Board and with critical input from our stakeholders. The process defined a path forward: to serve as our community's trusted partner in Jewish philanthropy and impact.

This plan will amplify our community's collective philanthropic resources and enhance our ability to make impact in four strategic investment areas:

- Caring for those in need
- Enhancing safety and addressing antisemitism
- Promoting vibrancy
- Deepening our community's connection with Israel

To achieve this impact, we will focus our communication resources and efforts on enhancing our fundraising, grantmaking and community building.

Our fundraising efforts will rethink traditional methods of charitable giving and provide our community with dynamic, responsive and impactful philanthropic opportunities. We will streamline our grantmaking and shift to an agile model that will help us meet immediate and long-term needs of the Jewish community. Through robust multi-channel communications we will grow, engage and strengthen connections with our stakeholders.

Federation will continue to play a pivotal leadership role in the St. Louis Jewish community. We will concentrate in areas where no other partner is or can implement an initiative. Based on today's context, Federation's core efforts, where it will lead and directly implement, include physical security, leadership development and connection to Israel.

The path ahead will require collaboration, innovation and commitment from all of us. I am confident that with your support we can achieve our goals and make a meaningful impact.

Bob Newmark
Board Chair
Jewish Federation of St. Louis

Stephanie Gross & Todd Siwak
Co-Chairs, Strategic Planning Task Force
Jewish Federation of St. Louis

Context & Process

Much has changed since the Federation's last strategic plan was approved in 2017. The Jewish community is navigating a rapidly changing and new landscapes influenced by various factors including evolving fundraising dynamics, global events and shifting societal values.

Traditional methods of fundraising are giving way to new approaches that emphasize digital platforms and collaborative giving, reflecting a broader trend toward individualism and personalized philanthropy. Recent global events, such as the COVID-19 pandemic, the war in Ukraine and ongoing conflicts in Israel, have intensified the need for both immediate relief and long-term support, highlighting the importance of adaptive and responsive philanthropic strategies, including fundraising and grantmaking.

These challenges come at a time when generational transitions are reshaping community involvement, with younger generations seeking more inclusive and participatory roles. Concurrently, there is a noticeable shift from competition to collaboration within the Jewish community, as organizations and individuals increasingly recognize the value of working together to address common challenges and leverage collective strengths for greater impact.

This evolving landscape underscores a broader reimagining of what it means to belong to and contribute to the Jewish community in contemporary times and is the driver of Federation's need to undergo a strategic planning process.

Federation formed a Strategic Planning Task Force in the beginning of 2024, which was led by Stephanie Gross and Todd Siwak and comprised of thoughtful community lay leaders and Federation's professional leadership team. The task force hired Dylan Tatz and Seth Linden as consultants to facilitate this process.

The first phase of the strategic planning process focused on listening, learning and hypothesizing. The consultant team conducted 20 stakeholder interviews with board members, donors and community stakeholders, and eight focus groups with community partners, young adults, donors and community members. The team reviewed local materials and conducted national best-practice research.

Next, informed by our learnings, a draft was created and then tested with our Board of Directors at a retreat, where the Board and task force worked to vision and dream our future state. The mission, vision, values, strategic investment areas, sustainable business model and goals were crafted over many task force and small group meetings.

This document — our strategic plan — is an outcome of our learnings, where we want to go, and how we intend to get there. The plan was approved by the Board in October, 2024.

Mission, Vision, Values

MISSION	VISION
Jewish Federation of St. Louis mobilizes the Jewish community, its people and financial resources to grow and sustain Jewish life in St. Louis, in Israel and around the world.	Our vision is a Jewish community that harnesses the power of our diverse community, organizations and synagogues to be connected, collaborating, safe and thriving.
VALUES	
The beliefs and guiding principles that drive our decision making and actions as an organization.	
Peoplehood	We are a connected Jewish people with a shared Jewish history. We strive to create commitment, unity and belonging. Federation uniquely takes responsibility for the whole of our Jewish community.
Pluralism	We believe in the strength of diversity in our Jewish community. We support the broad and varied ways to express, identify and experience Judaism and Jewish life consistent with these values. We respect and seek to foster good relations with other cultures and religions in the wider community.
Tzedakah	We believe in our mutual responsibility for all Jews, guided by the teaching “kol arevim zeh la zeh” (all of Israel are responsible for one another.) We embody tzedakah, the obligation of helping those in need, in our everyday work and we create opportunities for others to participate in the mitzvah.
Collective Action	We believe success requires aligning resources, empowering each other and our partners, and working together toward achieving impact.
Commitment to Israel	We believe in the sovereignty of the Jewish state of Israel. We strive to ensure that Israel remains a vibrant and democratic homeland for the Jewish people and are committed to its safety and security.
Communication	We believe in the power of communicating often, honestly and clearly . We use communication as a tool for building community. We make statements and are transparent about our values, objectives and investments.

Strategic Investment Areas

In an ever-evolving landscape of social needs and community challenges, the Jewish Federation of St. Louis is committed to mobilizing the Jewish community, its people, and financial resources to grow and sustain Jewish life in St. Louis, in Israel and around the world.

Through conversations and listening sessions with stakeholders, we have identified four strategic investment areas that align with our mission and support our vision of a Jewish community that harnesses the power of our diverse organizations and synagogues to be connected, collaborative, safe and thriving:

- **Caring for those in need**
in our local Jewish community and globally
- **Enhancing safety and addressing antisemitism**
- **Promoting vibrancy**
through engagement, connection and education
- **Deepening our community's connection with Israel and its people**

This strategic plan will amplify our community's philanthropic resources and enhance our ability to make a meaningful impact in these areas. By focusing on these critical initiatives, we aim to create a holistic framework that addresses pressing issues affecting our community.

Through a collaborative and data-informed approach, we will prioritize funding that promotes opportunities for all, fosters resilience and catalyzes innovative solutions. This strategy not only maximizes the effectiveness of our investments but also builds stronger partnerships with local organizations, ensuring that our collective efforts lead to a lasting impact that uplifts our entire community. Ultimately, focused grantmaking enables us to respond effectively to challenges and opportunities, driving progress and enriching the lives of those we serve.

Strategic Plan

With this mission, vision and values in mind, the Federation will move into the future with a philanthropy forward mindset, focused on impact and rethinking traditional methods of charitable giving and grantmaking. Federation will provide our Jewish community with more dynamic, responsive and impactful philanthropic opportunities.

As the philanthropic hub of our Jewish community, we lead, convene and invest in individuals, programs and organizations to build a connected and thriving Jewish community. As such, we strive to develop significant financial resources necessary to grow and sustain our community. Through a variety of best-in-class giving opportunities — annual, directed, donor advised funds, endowments and Foundations — the Federation will be the St. Louis Jewish community's trusted philanthropic advisors in support of our mission.

As a leader and convener, the Federation will partner with and bring together our diverse community and the myriad organizations that serve our community in a way that no other Jewish communal entity can, enabling the sharing of best practices, capturing synergies and identifying the community's most pressing needs now and into the future. Growth can only come with strong lay and professional leadership; we invest in both, cultivating existing leaders and developing future leaders.

Through fundraising, grantmaking, leadership and communications, we aim to carefully steward community resources to maximize the efficiency and effectiveness of our own program delivery, while improving the quality of other Jewish community programs and organizations. There will be a high bar for the Federation to lead its own programs: they must either directly support our efforts to raise money or be mission critical and focused on a strategic goal (and ideally both).

By the end of 2027, Federation will:

- Improve community awareness of our role and impact
- Raise more money from more donors
- Grow our mission-aligned impact and deepen it in prioritized areas
- Operate efficiently and effectively with a balanced budget

Sustainable Business Model

This strategic plan sets out to implement a new sustainable business model that focuses on philanthropy (fundraising and grantmaking), playing a critical leadership role in the community and multi-channel communications. There are four strategic pillars to the Federation's sustainable business model:

- 1 Enhanced total financial resource development**, that will position the Federation as St. Louis' central philanthropic institution for the Jewish community.
- 2 Streamlined and agile grantmaking** that will allow us to be responsive to meeting immediate and long-term needs of the community based on data.
- 3 Focused community leadership** that will position the Federation as a leader in our community and as the go-to source for resources, people and ideas.
- 4 Building community through enhanced communications** that will raise awareness and increase visibility of our work, engage and grow a base of supporters and strengthen brand recognition.

STRATEGIC PILLARS



Enhanced Total Financial Resource Development (TFRD)

GOALS

OVERARCHING

Increase philanthropic outcomes across all TFRD efforts — annual campaign, special campaigns/directed giving, endowments, Donor Advised Funds and beyond — and align the team with strategies to address inefficiencies. The TFRD strategy will recenter the Federation as St. Louis' central philanthropic institution for the Jewish community. People will look to Federation as a trusted partner in meeting their own philanthropic impact goals. We will grow our donor base and increase the financial resources raised and invested into the Jewish community.

IN 2025 RAMP-UP

Align, strengthen and expand the staff structure and increase the amount of time spent on 1:1 donor relationships. Collect and analyze data to better understand and identify opportunities for enhanced efforts and efficiencies.

IN 2026 TEST & IMPLEMENT

Achieve full growth/capacity of team portfolio sizes and continue increasing time spent on donor relationships; finalize program/event strategy based on data collected; achieve growth in all aspects of giving — annual, DAF, endowments, etc.

IN 2027 ADJUST & MAINTAIN

Achieve steady year-over-year growth in annual fundraising efforts (3% annual growth); aligned and strengthened team will begin to see the impact of their increased donor portfolios and time spent on relationship building; increase the amount of directed giving opportunities for donors.

STRATEGY

Federation's TFRD strategy requires a strong professional-lay leader partnership. The strategy is professionally driven with donor relationships being maintained by professionals, which requires growing the development team with more solicitors and increasing portfolio sizes. Our lay leadership and volunteers are active and support fundraising efforts through making new connections and supporting the growth of existing connections. We will leverage the lay leaders' strengths and position them to help us build relationships and optimize our fundraising.

The TFRD strategy includes the systems, processes and team, and focuses on:

- **Prioritizing 1:1 donor cultivation stewardship and relationship building** — the identification, cultivation and stewardship of donors; we aim to help our donors achieve their own philanthropic goals with gifts to and through the Federation. Federation should continue to implement existing initiatives (and develop new ones) that educate and inspire philanthropists and create a strong donor pipeline, such as Atid, Family Leadership & Legacy, Fisher Flight and National Young Leadership Cabinet.
- Coalescing around **fewer, more curated programs/events** — with a strong model for the lead-up and follow-up. Federation will build an annual **program strategy across fundraising and leadership** — that **encompasses fundraising and engagement**.
- **Growing the community foundation** (currently known as the Center for Legacy Giving) — including investing resources in philanthropic advising, donor advised fund capabilities (the system and the personal support), gift planning, endowments and supporting foundations.
- Providing a **series of philanthropic opportunities** for directed, long term, tax efficient philanthropy and further directed giving opportunities.

- Identifying and providing more opportunities for **directed giving** into key areas of focus. These will be identified and driven in partnership with the community grantmaking process.
- **Utilizing engagement and affinity groups as paths towards identifying and cultivating donors.** The intentionality behind the pipeline from engagement to philanthropy continues to strengthen and will grow through enhancements in our current efforts.
- **Strong messaging** and regular communications — that engages, informs and inspires our donors. Partnership and collaboration among the development, communications and grantmaking teams will strengthen our ability to tell a story.
- Leading the community in the facilitation of **emergency fundraising campaigns.**

We will use data to understand our progress toward achieving our goals, to learn from and to improve our efforts. Migrating to a new Constituent Relationship Management (CRM) system will allow us to create efficiencies in processes and more easily track, compile and analyze our data.



Streamlined & Agile Grantmaking

GOALS

OVERARCHING

Meet immediate and long-term needs of the Jewish community through a data-driven model in alignment with our strategic investment areas and in a streamlined and more agile model. We will provide greater transparency into how our community's resources are invested for impact.

IN 2025 RAMP-UP

Develop a streamlined model in partnership with lay leaders, align the staffing model, begin testing new grantmaking processes and enhance evaluation efforts.

IN 2026 TEST & IMPLEMENT

Complete streamlining and enhancement of grantmaking and evaluation processes, and pilot the agile targeted grantmaking model.

IN 2027 ADJUST & MAINTAIN

Achieve increased flexibility in grantmaking to best meet urgent and future needs; increase accountability with funded partners and increase transparency into grantmaking for our donors.

STRATEGY

We see philanthropy as building community and supporting our neighbors. Federation will work to streamline its grantmaking model towards more efficient use of our time and our partners' time, and more effectiveness toward achieving outcomes in our strategic investment areas. Federation's unique position of identifying and understanding community challenges from a holistic perspective creates greater opportunities for empowering our partners and investing in their work to address needs.

To grow our impact through grantmaking, the Federation's strategy includes:

- Enhancing the **evaluation process to focus on key indicators** aligned with goals in each strategic investment area. Our evaluation model will create greater accountability with our funded programs and initiatives.
- **Investing in projects and initiatives aligned with the strategic investment areas through our annual campaign fundraising efforts.** Grantmaking will focus on programs and initiatives (existing and new) that address an identified need. Federation will re-set expectations with funded partners and collaborations to ensure our logo is being utilized as part of messaging (i.e. "powered by Federation").
- Creating **opportunities for more targeted and deeper grantmaking in identified areas of need.** Federation will regularly assess and identify pressing community needs, set aside funds for these areas to ensure more agility and release requests to partners to submit proposals with solutions for the identified challenges.
- Shifting to a **partner-first mindset**, where the Federation looks first to partners to meet community needs, and only takes on an initiative if the Federation is best positioned, if no one else is currently doing it or if no one else can do it.
- As an investor, the Federation will **build the trust of the community** to help our donors allocate their own personal philanthropy, small or large, to areas of the greatest need for the community and of personal resonance for the donor.
- Developing a tool that clearly communicates our values and expectations of funded programs.

As the new model is developed, we will provide clear and timely updates to funded partners. The implementation of the new model will happen over a period of time, not all at once, to continue to provide some level of stability to our funded partners.

STRATEGIC INVESTMENT AREAS

Federation's grantmaking model will expand and deepen our impact in our strategic investment areas:

- **Care for those in need** – Supporting a social safety net for Jewish community members in times of need in St. Louis and around the world.
- **Enhance safety and address antisemitism** – Securing the physical and emotional safety of the St. Louis Jewish community; including the support of Israel from the non-Jewish community.
- **Promote vibrancy** – Supporting the engagement, strengthening, connection, education, and expansion of the St. Louis Jewish community.
- **Deepen support for Israel** – Supporting and strengthening our Jewish community's connection to and support of Israel and the people of Israel.

Federation's soon to be completed community study will help the team dive deeper into each strategic investment area and identify key strategies for the greatest impact in grantmaking.

The grantmaking team in partnership with its lay leaders will work to assess and recommend ratios for grants in each strategic investment area. The team will utilize historical giving, community study data and current trends to build a recommendation. These ratios will be assessed and may change over time.

In addition to investing financial resources in our strategic investment areas, the Federation can play a variety of other roles including as an assessor of needs, partner in developing and/or implementing initiatives and coordinator or convener of partners. Many of these roles cross over into the leadership and core programming pillar.

AGILE & TARGETED GRANTMAKING

Leading the community in targeted areas of focus will galvanize support on critical and pressing issues and move the impact needle through grants.

A shift toward increased flexibility and targeted focus areas of investment will allow the Federation to be more responsive to the needs of the community. Investments will be allocated to the best programs and initiatives, and where necessary, we will facilitate the development of new programs to fill unmet needs (encouraging collaboration across community partner agencies where appropriate).

Areas for targeted investments will be identified by the grantmaking team (professional and lay) and will align with at least one of the strategic investment areas. Federation staff will lead a deep dive into each area, creating a portfolio of programs and initiatives to be funded to maximize impact reflecting a range of priorities. The duration of program funding will vary based upon the success of the initiatives, ongoing needs, priorities, and resources.

For example, the Federation could determine that combating antisemitism and securing our safety are urgent community needs. With this new agile grantmaking model, the Federation would conduct a deep dive to identify gaps. If, for example, we identified external community relationship building and antisemitism on college campuses as areas needing additional support, we would set aside a pool of funds from our annual campaign or a directed giving campaign, release a request for proposals to partners and make grants into the most promising proposals.



Focused Community Leadership

GOALS

OVERARCHING

Federation is viewed as leading the community through convening. Federation will be the go-to source for leadership resources, people and ideas.

IN 2025 RAMP-UP

Find greater alignment and increase collaboration among Federation's leadership development opportunities; identify areas where Federation is uniquely positioned to lead and/or convene.

IN 2026 TEST & IMPLEMENT

Achieve alignment among leadership programs and implement a leadership strategy; re-imagine what we do with limited resources; continue to identify and grow areas where the Federation is uniquely positioned to lead, and/or convene.

IN 2027 ADJUST & MAINTAIN

Enhanced leadership opportunities at the Federation and across the community with greater engagement and collaboration. Elevate the quality of Jewish community leadership overall.

STRATEGY

Federation plays a pivotal leadership role in the St. Louis Jewish community. We are uniquely positioned to see the full picture of our community, we have a commitment to the vibrancy of the plurality of our community, and we are the only organization that can unite our community as one. Federation leads the community by assessing community needs and gaps, by convening partners, driving big ideas, testing new models and implementing large projects that no other organization could do on their own.

To be successful we will:

- Develop a **screening tool** that will help the Federation now and into the future determine its role either as empowering partners or direct implementer, with the first layer being alignment with our mission, vision, values and strategic goals.
- Create a **best-practice model for all initiatives** that clearly outlines work leading up to programs, messaging during programs, strong follow-up including personal outreach, intentional communications and an evaluation plan.
- **Re-imagine what we do** with the limited resources we have.

In collaboration with the Federation's philanthropy (fundraising and grantmaking) and communications efforts, the Federation will focus its own resources in areas where no other partner is or can implement an initiative. Preference will be given to projects that accomplish more than one of our goals at the same time. In addition to convening the community and driving big ideas, the Federation's core efforts, where it will lead and directly implement, include:

- **Leadership development**

Developing and maintaining community professional and lay leadership and creating a pipeline is critical to the growth and future of our community. Federation will continue to implement initiatives such as JProSTL and Millstone Leadership Initiatives like Millstone Fellows and Levy Fellows in order to build and maintain a pipeline of leaders who can guide and steward our community.

- **Security**

Federation continues to be best positioned to develop and provide best-practice security for the community. Federation should lead the community in security efforts, provide training and funding, and leverage local and state government resources.

- **Israel**

Federation will organize and lead missions to Israel for our donors, leaders and key stakeholders, to enhance the understanding and knowledge of Israel and the needs of Israel and its people. Federation will utilize missions to build people-to-people connections between and among Israelis and mission participants. Federation will also look to and invest in its partners to implement Israel education programs.

- **Crisis Management**

Federation will continue to lead our community in times of crisis. Federation will lead in fundraising to meet needs, communicating and convening our partners and the community. In times of crisis, we are the only organization that can bring the full community together and mobilize quickly. We have done this since our inception over 120 years ago, most recently through COVID and following the attack on Israel on 10/7/2023.



Building Community through Enhanced Communications

GOALS

OVERARCHING

Raise awareness and increase visibility of our work, engage and grow a base of supporters, deepen our connection to existing supporters and strengthen our brand recognition and reputation.

IN 2025 RAMP-UP

Align, strengthen and expand the communications team and develop a brand guide to strengthen our brand and messaging; shift the culture within the Federation to prioritize streamlined and consistent communications.

IN 2026 TEST & IMPLEMENT

Continue to align brand and messaging and achieve clarity within the Jewish community about what the Federation stands for and its accomplishments.

IN 2027 ADJUST & MAINTAIN

Actively build and strengthen the St. Louis Jewish community through effective communication.

STRATEGY

Federation will build community through communications with three main strategies: branding, public relations/communications and event/program marketing.

By focusing on branding, public relations and event marketing — coordinated community communications — the Federation aims to create a robust multi-channel communication strategy that enhances visibility, engages donors and strengthens our brand.

By prioritizing effective and coordinated community communication, the Federation will enhance its ability to achieve our sustainable business model and strategic goals. This strategy includes:

- Build and sustain a strong, recognizable brand.
- Effectively engage with stakeholders and inspire our community.
- Deliver and coordinate consistent and impactful communication that aligns with our mission, vision and values.

BRANDING

Build and sustain a strong, recognizable brand.

- **Develop a comprehensive brand guideline document:** A brand guideline serves as a vital tool for ensuring consistency in all communications. It outlines the visual and narrative elements of the brand, fostering a unified identity that stakeholders can easily recognize and relate to.
- **Create clear and compelling top-down messaging for all programs, initiatives and partnerships:** Establishing succinct and engaging messaging clarifies each program's purpose and impact. This clarity not only attracts new supporters but also reinforces existing relationships, ensuring that everyone engages with the Federation's mission in a meaningful way.
- **Ensure all communication materials reflect our brand's visual and verbal identity:** Consistency in visual and verbal identity builds trust and familiarity among stakeholders. By aligning every piece of communication with the established brand identity, the Federation creates a cohesive image that enhances its credibility and authority in the community.

PUBLIC RELATIONS & COMMUNICATIONS

Invest in internal public relations (PR) capabilities to support relationship building, community outreach and manage crisis situations.

- **A robust PR strategy will enhance relationships with the media, community partners and the greater St. Louis community:** Media relations and outreach efforts will act as a catalyst to promote the Federation as a leader in the community. Aligning with our mission and our strategic priority areas, utilize public relations to frame up our position in the community, and conduct crisis communications on behalf of the Jewish community.
- **Create a compelling narrative around our impact:** This will not only strengthen existing relationships but also attract new supporters who are motivated by our story.
- **Increased media coverage:** To enhance our visibility, creating a ripple effect that amplifies our messaging and solidifies our credibility in the community, thereby supporting all facets of our organization's initiatives.

EVENT MARKETING

Event marketing plays a pivotal role in an overall communications strategy as it provides a unique platform for direct engagement with our donors and community at large. It allows the Federation to showcase its initiatives and foster a sense of community among supporters.

- **Promote engagement through marketing initiatives:** By implementing targeted marketing initiatives, we aim to effectively promote events and programs, encouraging higher attendance and participation from the community.
- **Deepen connections with existing donors and attract new donors:** Events will focus on deepening connections with existing donors and attract new ones to ultimately nurture the relationship through ongoing communications.
- **Leverage multi-channel content to amplify event reach:** Utilizing various media channels such as videos, social media and email campaigns will broaden our outreach and enhance the overall impact of our events, ensuring a wider audience engagement.

Federation's Role in Strategic Investment Areas

Federation has four strategic investment areas. Federation's role in each strategic investment area will be flexible and shift with the current landscape and needs as they arise. Federation's role in investing in these areas can range from passive or active funder to a leadership role. Federation will create some kind of heuristic or hierarchy of investment areas guided by the community study and strategic priorities.

→ **Passive funder**

Federation provides financial support to programs and initiatives sponsored by and managed by organizations working in this area, evaluating them individually but with minimal Federation staff time focusing on the area as a whole.

→ **Active funder**

Federation is a partner, coordinator or advocate with respect of these programs and initiatives.

→ **Leadership role**

Federation is leading, convening and assessing these programs and initiatives. Federation may fund other organizations and projects to meet established goals but will also focus on the area as a whole, serving as a strategic thought leader, even incubating new projects to fill gaps in the area.

(Investment Areas / Federation Role — next page)

Strategic Investment Area	Federation's Role in Action [in today's landscape]
Care for those in need	• Financially support substantive social services locally • Continue to evaluate effectiveness and assess for gaps • Financial support for/caring for those in need worldwide • Federation should generally not provide direct social services and should look to partners with expertise to meet community needs
Enhance safety and address antisemitism (including non-Jewish community support for Israel)	• Provide physical security, conduct security assessments and lead security trainings • Create and share best practices • Convene and coordinate defense agencies (aligned with Community Relations Task Force recommendation) • Leverage local and state government resources • Coordinate, lead and leverage messaging and resource allocation to prevent and combat antisemitism • Lead crisis/emergency management • Lead and support missions to Israel with influentials
Promote vibrancy	• Empower other organizations to create/implement innovative and diverse programs that build connectivity and enhance Jewish learning and understanding; sustain our partners as they lead programs that align with our priorities • Invest in/financially support and partner on interconnectivity across geographies, Jewish identities and streams of religious observance • Provide financial support to seed new ideas • Continue to evaluate effectiveness and assess for gaps • Create and support curated and immersive experiences tied to our mission • Lead programs that inspire multi-generational philanthropy • Lead professional and lay leadership development
Deepen Jewish community connection with Israel	• Lead in people to people: travel to Israel, meeting Israelis in STL and virtually (connection + education = impact) • Invest in partners to implement Israel education

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