



BOARD OF TRUSTEES MEETING AGENDA
June 18, 2020

1. WELCOME (4:30 – 4:35)
 - 🌀 Good and Welfare
 2. CONSENT AGENDA (4:35-4:36)
 - 🌀 Minutes of April 30, 2020 Board Meeting* pg. 2
 3. COMMUNITY PERSPECTIVE: BLACK LIVES MATTER (4:36-5:00) pg. 6
 - 🌀 State Rep. Brandon McGee Jr. (D-Hartford/Windsor)
 4. IMPACT: SCHOLARSHIP COMMITTEE REPORT (5:00-5:05)
 5. PRESIDENT’S REPORT (5:05-5:10) pg. 7
 - 🌀 Overview of key issues and activities
 6. GRANTS REPORT (5:10-5:30) pg. 12
 - 🌀 Special Covid-19 Community Grants Program Guidelines for FY2021*
 7. EXECUTIVE SESSION: BUDGET AND FINANCE REPORT (5:30-5:50) pg. 16
 - 🌀 Review FY2020 3rd Quarter
 - 🌀 Review FY2021 Budget*
- Appendix:
- 🌀 Management Dashboard pg. 39
 - 🌀 Lead or React – article by Cindy Chazan pg. 40
 - 🌀 FY2020 Community Grants Program Budget and Reports pg. 45

* Items requiring a vote

Board of Trustees

Minutes of Apr. 30, 2020

Call to order: 4:35 p.m. Adjournment: 6:20 p.m.

Presiding: Leigh A. Newman, Chair

Recording: M. Leighty

Present: Jessica L. Fish; Gerald B. Goldberg; Blanche S. Goldenberg; Robert B. Goldfarb; Joshua Gottfried; Elysa L. Graber-Lipperman; Walter L. Harrison; Merrill Mandell; Leigh A. Newman; Steven F. Piaker; Cyral A. Sheldon; Julie R. Spivak; Gayle W. Temkin; Sidney Ulreich; Randall H. Weinstock; Robert K. Yass; Carolyn Gitlin, *ex-officio*.

Absent: Thomas M. Divine; David M. Roth.

Also Attending (non-voting): Jacob Schreiber, President & CEO; Michael Elfenbaum, Vice President, Grant Programs; Kathryn Gonnerman, Vice President, Philanthropy; Madison Leighty, Development Assistant; Susan Lotreck, Vice President, Donor Services; Elana MacGilpin, Development and Stewardship Officer; Rhona Morgan, Vice President, Finance; Maureen O’Connell, Marketing Director; Jay Spivak, Investment Committee; Rabbi Tuvia Brander, Young Israel of West Hartford.

Agenda/Issue	Discussion/Report	Action/Approval	Follow-Up
Welcome and Chair’s Remarks	Ms. Newman welcomed everyone to the meeting. She extended her congratulations to Ms. Temkin, the nominee for successor chair of the board.		
Consent Agenda Minutes of February 20, 2020 and March 19, 2020 trustee meetings	Ms. Newman directed the Trustees’ attention to the minutes of the trustee meetings held on February 20, 2020 and March 19, 2020.	Upon motion, duly made and seconded, the minutes from the February 20 and March 19 board meetings were unanimously approved.	The minutes of the February 20, 2020 and March 19, 2020 board of trustees meetings will be filed in the corporate notebook.
New grantee	In accordance with the Foundation’s policy, new grantees which receive a grant of \$10,000 must be approved by the Board. Palm Beach County Food Bank was proposed as a new grantee.	Upon motion, duly made and seconded, Palm Beach County Food Bank was approved as a new grantee.	
Investment Committee Report	Mr. Spivak provided an overview of the Foundation’s assets, which were valued at around \$116 million, a		

Agenda/Issue	Discussion/Report	Action/Approval	Follow-Up
	<p>bounceback after the significant downturn of March. Mr. Spivak noted that the Investment Committee had chosen to sell corporate bonds worth about \$3 million.</p> <p>Mr. Schreiber noted that although the overall decrease in value had been 10.4%, there was an 8% increase during the month of April.</p> <p>The Board discussed implications of lower administrative fees on the budget.</p> <p>The Foundation has been approved for a small business PPP loan. The Board discussed new guidance and implications for the Foundation; Mr. Schreiber will continue to monitor advice and how to proceed in regards to accepting this loan offer.</p>		
<p>President's report and staff updates</p> <p>Food delivery update</p> <p>RRR Fund grants committee update</p>	<p>Mr. Schreiber noted the staff's recent shift in attention from strategic plan implementation to the Jewish Hartford Rapid Relief and Recovery Fund (the "RRR Fund"). At the same time, the goals outlined in the strategic plan remain relevant, noting the renewed collaboration among the Foundation and Federation as one example.</p> <p>Ms. MacGilpin updated the trustees on the RRR Fund's Kosher food delivery: 550 households have been served groceries, 2500 prepared meals were donated and distributed, and 106 Dignity Packs were created and delivered. The effort has served a total of 130 households across 19 towns.</p> <p>Mr. Elfenbaum shared an update on the decisions of the joint Foundation-Federation RRR Fund grants committee. Individual requests, mostly referred by rabbis, have been fewer than expected. Community institutions will likely need transitional operating</p>		

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Development activity update	<p>support, although the extent of their need is still unknown. The grants committee, which is partnering with community liaisons working with each institution, plans to gather and synthesize information about institutional needs before accepting applications for aid.</p> <p>Ms. Gonnerman provided an update on the development efforts related to the RRR Fund and plans for legacy efforts.</p>		Foundation staff will be in touch with many board members to get their thoughts on strategy for a legacy campaign.
Perspective from the field	<p>Rabbi Brander of Young Israel of West Hartford shared his experience as a congregational rabbi during the COVID-19 outbreak. He thanked the Foundation staff for their efforts to provide food and financial support to the community.</p> <p>He named other challenges including: food access, mental health, programming, and effective communications. Rabbi Brander stated that food insecurity is not a new problem in West Hartford and that the lack of requests to the RRR Fund for individual financial assistance will likely change soon.</p> <p>He urged the board and staff to see this time of change as an opportunity, advise the community about reopening when the time comes, and guide struggling synagogues through confusing and irrelevant information when it comes to acquiring financial support. While the most vulnerable and most visible community members are getting lots of support, there may be those with hidden needs who are feeling alone and unsupported.</p>		

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	He closed with an appeal to <i>tikkun olam</i> , emphasizing the need to care for both Jewish and non-Jewish Greater Hartford communities.		
Adjournment:	Ms. Newman thanked the Trustees and called the meeting to a close at 6:20 p.m., reminding them that the Federation's campaign was in progress.		

Respectfully submitted by:

Gerald Goldberg, Secretary



President's Report/ Q4 FY2020

June 12, 2020

It's been another challenging six weeks since last we met. I've no doubt you are all grappling with the impacts of a pandemic on top of a global grassroots movement for social change and economic equity.

I'm thankful our community is resilient and soldiering onward. Through these chaotic times, we help our neighbors, count our blessings, deal with losses of all kinds, adapt to new realities, and search for ways to positively impact our communities -- and country. It is within this context that all of us -- including the Foundation -- continue to operate, continue to care for people, and continue to serve causes for the greater good.

For the past six weeks, Foundation staff and leadership have continued partnering with Federation to further the mission of the Jewish Hartford Rapid Relief and Recovery Fund (RRRF). After many meetings and thoughtful deliberations, the Foundation, Federation and RRRF committees have:

- Reached a cumulative total of \$890,000 in donations (\$150,000 of which is to launch a Hebrew Free Loan Fund under Federation's auspices) from more than 450 donors
- Granted more than \$50,000 to address basic needs
- Transitioned all emergency food service operations to Jewish Family Services
- Relied upon Federation and Foundation staff to field and process requests from individuals/families for emergency financial assistance
- Crafted an Institutional Grant Process and Guidelines to grant funds from the RRRF to our partner synagogues and agencies (which was approved by both Federation and Foundation Boards)
- Crafted special Covid-19 Community Grants Program Guidelines for FY2021 (which is in your Board packet -- and will be discussed at our Board meeting)

Amid all this, the Foundation has also focused on getting back to the core functions of our work, while adapting to the "New Abnormal." Following is a synopsis of some of our activities, such as budgeting for FY2021 (to be discussed at the Board meeting) and continuing our development of our Giving Circles, as well thoughts on our current direction for fund development.

FINANCE/INVESTMENT

- The stock market rebound has been significant. Amid the dire news of job losses and reductions in economic activity not seen since the Great Depression, the market recovered from its nadir in March to, at one point in June, reverse all of its losses in CY 2020, before falling back again 5% on June 11. In short, the market remains volatile.

As of 5/31/20 total Foundation assets were at \$117.4 million (still a significant rebound from being under \$100 million in March). Our Investment Committee met in April and agreed to maintain our existing asset allocation of the portfolio for now. This, after voting at its emergency March meeting to sell \$3 million in

investment grade corporate bonds to ensure the Foundation would have enough cash on hand for the next 12 months.

FY2020 & FY 2021 BUDGETS:

- Our FY2020 budget as of 03/31/20 has a **surplus of \$59,988**, as expenses are at 94% of budget, mostly due to the delayed hiring of the VP Philanthropy and Development Assistant, the deferral of the replacement of the Senior Development Officer and the elimination of the CIP staff position. We anticipate additional cost savings in Q4, as a result of the deferral of several planned activities, due to the stay-in-place and social distancing requirements of COVID-19.
- **The Budget and Finance Committee approved a FY2021 budget of \$1,691,810**, an 11.6% increase over the FY2020 projected actual and 2.6% less than FY2020 budget. These figures assume: a) an administrative fee revenue shortfall of \$72,000 under FY2020 projected actual fee revenue; b) no changes in staffing or salaries; c) higher than projected actual expenses but lower than both the FY2020 budget and FY2019 actuals for operating, development and professional fees segments of the budget.

Overall, FY 2021 is budgeted for an **operating deficit of approximately \$43,851 that is covered by a year-end FY2020 projected cumulative surplus of \$368,281**. A full report will be given at the Board meeting after which the Board will be asked to vote to approve the budget.

IMPACT/GRANTS – As of 6/8/2020:

- **Unrestricted** grant awards are down \$215,000 from the same period last year. Due to the COVID-19 pandemic, the Foundation suspended its Community Grants Program, when it still had \$312,000 in funds available, to focus on pandemic relief and recovery. \$100,000 of these funds were granted as seed money to the RRRF. The Foundation anticipates there will be greater need in the community as the coronavirus lingers on -- and current government assistance programs begin to dry up. That is why we have “banked” \$212,000 in FY2020 funds and are presenting a plan at the Board meeting for rolling them over into the (aforementioned) Special Covid-19 Community Grants Program for FY2020, which will continue to focus on long-term recovery in areas of humanitarian needs, institutional stabilization and programs/processes that engender both innovation and efficiency.
- **Donor Advised Fund** grants are taking place at about the same pace as last year, but significantly more DAFs were interfund grants this year as compared to FY2020. The latter were in large part DAF holders transferring funds to the Rapid Relief and Recovery Fund, which is held at the Foundation.
- **Designated Fund** grants are up approximately \$183,000. The main reason is the increase from large grants from a fund established by donors to support Hebrew Senior Care. The Fund was established to help HSC with its current capital and cash flow needs. In addition, the Board approved a 3-year \$169,000 grant for Senior Transportation. This grant will not be posted until the program officially begins and therefore is not counted in the designated fund totals.

- **JCF's College Scholarship Committee** awarded \$89,700 in scholarships to 32 promising students who represent 14 towns in Greater Hartford. Scholarships are given to young people who have strong potential for success, but limited financial resources. The Foundation received a record number of applications this year.
- **Hebrew Senior Care met its Foundation matching grant award of \$100,000** and also raised a few hundred thousand dollars more to complete its capital building project -- and open its expanded Behavioral Health Unit. In its June press release, HSC Chair Debbie Kleinman stated, "We are so grateful to the incredible generosity of the West Hartford community that has united around Hebrew Senior Care and this important project. **The Jewish Community Foundation provided a \$100,000 capital challenge grant, which significantly bolstered our fundraising effort.** Our agency was also blessed by strong volunteer fundraising led by Henry Zachs."

DEVELOPMENT

- This year has been a rebuilding year for the Foundation's development work, and it has proven to be a good year after all in terms of revenue, thanks in large part **to significant inflows to custodial funds**, including Schoke Jewish Family Services, which added more than \$2.1 million. Beth El Temple Stamford, as well as West Hartford's Beth El Temple, also continued to add funds. The Foundation **opened 20 new funds** this year, and **collected more than \$300,000 in receivables**, as part of its systemic approach to pledge management. Meanwhile, Foundation staff and lay leaders continue to participate in the **RRRF Development Committee**, working both on fundraising and stewarding major donors.

In the month of May alone, the team **processed hundreds of gifts** – including many from donors contributing to memorial funds, the RRRF, the Lillian Fund and JewGood. Unfortunately, a number of donors or donor family members passed away this year, and we have prioritized honoring these donors and their families with sensitivity and care.

The development team's work on **stewardship continues**, with regular calls and a "Moves Management" development process. The team has adapted its approach during Covid-19, but stewardship and relationship building remains core to the work. Metrics for 2020-2021 are being developed now, as part of scenario planning for the Foundation.

Part of stewardship this quarter has also included a focus on **agency and synagogue support**. Development team members have **presented at educational sessions**, including local education for the Jewish Leadership Academy and a panel presentation alongside other Jewish funders at the JLENS Impact Investing Summit. We have provided support through the SBA Loan process and technical support questions related to endowment and fundraising. In June, team members will provide training for a synagogue board, consultation for another synagogue endowment committee, and strategic consultation for multiple agency and synagogue leaders.

We have also sought counsel from 40 donors and Foundation colleagues about how and when to prioritize our efforts to encourage Legacy/testamentary giving. A main theme that emerged was that 'good stewardship – and really knowing your donors – will present the right time for broaching the subject.' We plan to lay the groundwork for this, through research, storytelling, conversations and crafting collateral

materials. And in the coming months, the team expects to focus on: connecting with donors who have made promises (legacy intentions) to share information and re-engage; developing donor education opportunities; and fleshing out the legacy program and development priorities in uncertain times.

- **JewGood Hartford** -- received 10 grant applications for its inaugural grant cycle from organizations we had partnered with or that came as recommendations from our donors. The committee met on May 27 and narrowed the field to five for our donors to vote on. We will be hosting a virtual Q & A on June 15 and a Virtual Grant Reveal Party on June 22 for all of our donors. It will be broadcast on Facebook Live and will be saved on our Instagram account as well. Each JewGood donor is receiving a swag bag with branded items to use during the reveal. For most of our members this is the first time they have been involved in giving a grant. They are engaged in the process and excited about the opportunity. As this is not yet an endowed fund, we will be working with people in the community who have an interest in supporting the power of young professionals to build upon this momentum. **If you know of anyone willing to partner with our emerging young leaders by contributing to building up a JewGood Endowment Fund, so young JewGooders really feel their contributions are making more of an impact, please let me or anyone in our Development Team know.**
- **The Lillian Fund** -- The Foundation launched a Lillian Fund's Mother's Day campaign that brought in 33 gifts -- and we sent out 28 e-cards to women who our donors wished to honor for Mother's Day. Done in tandem with Marketing, the campaign utilized direct mail, digital advertising with the CT Jewish Ledger, an e-card and social media. Below is an example of a Facebook graphic:



This year, the Lillian Fund received 13 grant applications from organizations in Hartford and Israel. The committee met on June 10 and narrowed down the applications to four to send out to voters. We are doing a mailing to Lillian Fund donors to ask for their votes, and are doing a wider mailing to Foundation donors to encourage more last minute gifts (and votes). We plan to announce the Lillian Fund grant in mid-July.

In response to the widespread protests in our country, in the wake of yet another killing of an unarmed Black man by Minneapolis police, the Lillian Fund and JewGood will launch an additional, joint “give now” campaign to local organizations that are working to promote racial equality. The gift will be a collective gift from members of our two giving circles.

COMMUNICATIONS/MARKETING

- The Marketing Department has invested considerable time working with Federation's Marketing team to promote the RRRF. We are now winding down these activities and pivoting back to doing the promotional work necessary to advance the Foundation's mission and activities.

Marketing spearheaded a competitive search for an agency to produce the 2020 Annual Report, which resulted in hiring [Group C Inc.](#) Based in New Haven, Group C offers the Foundation two senior-level advisors with a combined four decades of experience in holistic communications counsel and graphic design services including for community foundations, and will provide this expertise to ensure our Annual Report syncs with the rest of marketing goals. The agency has already critiqued the Foundation's 2019 Annual Report and is offering strategic advice to enhance our marketing tactics.

Marketing also is conducting a communications audit of the Foundation's collateral. Once completed, Marketing will work with Development to refresh current materials and produce new collateral that will support future campaigns and on-going efforts to educate audiences about our mission, products and services. A Foundation messaging toolkit for the Board is in its advanced stage of production with informational documents detailing our giving circles, funds and spending policies. The full toolkit will be published in fall 2020.

Of note is that **Maureen O'Connell** celebrated her first work anniversary with the Foundation as our Marketing and Communications Director. Maureen has shown she is a talented, strategic, collaborative professional who does whatever is required to get the job done. She's also added so much to our staff environment by always being positive and encouraging – and doing little things for the staff that make us all feel good and appreciated.

UPCOMING EVENTS

No events scheduled. A Board meeting schedule for FY2021 will be distributed shortly



Special Covid-19 Community Grants Program Guidelines for FY2021

The Jewish Community Foundation's Community Grants Program aims at improving the vibrancy and well-being of our Jewish community by funding programs and projects that address priority needs and will have an important, positive impact in the community.

As our community, like all others, faces a changing and challenging landscape due to COVID-19, the Foundation Board adopted in April 2020 the emergency practice of employing the funds available in our Community Grants Program to exclusively address the effects of COVID-19.

Projecting that the effects of COVID-19 will cause further hardship into the coming fiscal year, the Foundation Board voted on June 18, 2020 to continue its aforementioned emergency practice by suspending the Foundation's regular Community Grants Program and adopting new guidelines, below, for the "Special Covid-19 Community Grants Program for FY2021" to focus on funding extraordinary Jewish community needs, *caused exclusively by COVID-19*.

These funds will provide support to ensure basic needs are met, and to bolster the ability of community organizations to continue providing programs and services that are essential to the fabric and future of our community.

PURPOSES FOR WHICH FUNDS ARE GRANTED

- 1) **Humanitarian Aid** – During this time, we recognize that additional humanitarian aid may be required to ensure that the basic needs of our Jewish community members are met. If an organization has experienced a *significant* increase in the need for humanitarian aid and/or needs to expand or initiate a new program to address basic human needs in direct response to COVID-19, the Foundation may support these efforts.
- 2) **Innovation and Efficiency**– Every crisis breeds opportunity for positive change. COVID-19 is indeed changing the way we live – demanding we seek new ways to deliver programs and services in a more relevant, efficient, collaborative and cost-effective manner. The Foundation will prioritize funding innovative approaches that address new ways to educate, heal, celebrate, recreate and provide other essential programs and services to our community in collaborative ways that cut duplication, save communal funds and promote sectarian partnerships.
- 3) **Organizational Stabilization** – The health and continued vibrancy of our organizations are critical. The Foundation will consider applications from organizations impacted *directly by COVID-19* and require assistance to stabilize their operations in order to

continue providing essential scholarships, services and programs that address community priorities. The Foundation will take into account the overall financial health of an organization when considering these proposals.

COMMUNITY GRANTS WILL *NOT* BE AWARDED FOR:

- Annual fundraising campaigns
- Endowments
- Equipment, unless it is critical to *directly providing* essential services
- Duplication of existing programs or services
- Addressing underlying budgetary crises that existed before Covid-19

Please note that the Foundation is generally unable to fund all the requests submitted for consideration.

CRITERIA FOR EVALUATING GRANT APPLICATIONS

When considering a grant, the Foundation will consult with the Federation and use the following criteria to evaluate applications:

- The applicant provides services/programs that are essential to the Jewish community of Greater Hartford and that the loss of the organization or services would be detrimental to the long-term viability of our community.
- The applicant reasonably demonstrates its capacity to continue operations in the future, once short-term financial needs are addressed.
- The applicant has taken proactive measures to mitigate its losses/deficit.
- The applicant has demonstrated efforts to seek other financial support.
- The applicant demonstrates existing or potential demand in the community to justify the resources designated for the need.
- The applicant demonstrates verifiable need for funding.
- The support enables the organization to adapt to evolving constituent/community needs, changing strategic organizational goals or other external circumstances (*for Innovation and Efficiency grants only*).

HOW TO APPLY FOR A GRANT

At this time, the Foundation will consider grant requests from our agency partners. As usual, our synagogue partners will be able to apply for one grant per year of up to \$2,000 to meet a strategic, operational or programmatic need. Synagogues are also encouraged to partner with other synagogues or agencies to apply for a larger *Innovation and Efficiency* grant. However, ***if any of our partners – agencies or synagogues -- are experiencing severe financial hardship, please contact us.***

The Foundation will accept grant proposals on a rolling basis beginning **August 1, 2020** and will endeavor to respond to funding requests within four weeks of receipt. The Grants

Committee will likely, in the near future, set various deadlines for applications, which we will communicate to the community.

STEP 1: PROPOSAL

To apply for a COVID-19 Community Grant, an organization must contact Foundation staff to ensure the proposal falls within established guidelines. Foundation staff will work with you determine if a full grant application is appropriate. **For more information, please email grants@jcfhartford.org, or contact Michael Elfenbaum, VP Grants Program, at 860-938-0352 or Jacob Schreiber, CEO, at 913 378 4227.**

STEP 2: GRANT APPLICATION SUBMISSION

We accept applications only from organizations *only after the aforementioned conversation*. Organizations invited to submit full grant applications will be given the application for completion.

STEP 3: REVIEW AND EVALUATION OF FULL GRANT APPLICATIONS

The Foundation Grants Committee will review and evaluate completed grant applications and forward its recommendations to the Board of Trustees. We may invite the organization's staff and lay leadership to meet with the Grants Committee or Board of Directors to better understand their grant proposal.

STEP 4: GRANT DECISIONS

The Board of Trustees makes all final decisions on grant requests. Foundation staff will notify organizations of grant decisions soon after each Board meeting. Grantee organizations must sign grant agreements in order to receive grant funds.

Please note that these criteria and eligibility policies will be reviewed each quarter of FY2021 to address evolving realities.



Board Motion to Approve
The Special Covid-19 Community Grants Program Guidelines for FY2021
June 18, 2020

Background

At the April 2020 Board meeting, the Board of Trustees approved a temporary freeze of the Foundation's Community Grants Program in order to make the Foundation's unrestricted funds available to address emerging humanitarian and organizational needs, due to COVID-19. At the same meeting, the Trustees approved a \$100,000 grant to the Jewish Hartford Rapid Relief and Recovery Fund.

As of June 12, 2020, the Community Grants budget has \$212,000 available to grant. We estimate that the Foundation will have *approximately* \$500,000 in additional funds available in FY2021 from unrestricted funds, after pre-existing grant obligations are met (see Community Grants budget worksheets in the Board packet).

The Motion – Requiring Board Approval

The Board of Trustees approves:

1. Continuing the current freeze on its regular Community Grants Program.
2. Allocating FY2021 (uncommitted) unrestricted funds (per the Foundation's established spending policy) -- plus the \$212,000 in unused funds from to the FY2020 Community Grants Program -- to the Special COVID-19 Community Grants Program.
3. The Special Covid-19 Community Grants Program Guidelines designed to address Jewish communal needs, as they relate to the impact of COVID-19.
4. Empowering the Foundation's Grants Committee to make adjustments to the aforementioned guidelines, which help carry out the guidelines' core principles.

Budget and Finance Committee

Minutes of February 18, 2020

Call to order: 8:00am Adjournment: 8:35am

Recording: C. Kelly/ R. Morgan

Presiding: Randall H. Weinstock, Chair

Present: Randall H. Weinstock, Leigh A. Newman, Alan Mendelson, Charles Ward, Steven Kleinman

Absent: Michalee Merritt

Also Attending: Jacob Schreiber, President and CEO, Rhona H. Morgan, Vice President Finance and Christine Kelly, Gift and Finance Manager

Agenda/Issue	Discussion/Report	Action/Approval	Follow-up
Welcome and Chair's Remarks	Mr. Randy Weinstock welcomed everyone and called the meeting to order		
Meeting Minutes Acceptance and Approval	The minutes of November 15, 2019 meeting were presented for acceptance and approval.	There were no changes. The Minutes were accepted and approved as presented.	
2019/2020 Operating and Capital Budget-Quarter 2 Review	<p>Operating Revenues- Fee Revenue was \$2,528 or .58% under budget and Total Operating Revenue was under budget by \$4,257 or .49%.</p> <p>Personnel Expenses- Actual Salaries and Other Compensation year to date expenses reflect a favorable variance of \$31,156 or 4.91% below budget. All positions have been filled except for CIP Analyst position. Actual personnel expenses were \$603,269 while budgeted expenses were \$634,425.</p>	The Committee recommended that the amended budget be submitted to the Board for approval.	

General Operating Expenses- Reflect a favorable variance of \$25,881. Major components of significant underspending include professional membership fees, travel, professional development, equipment lease and purchase, insurance and occupancy partially offset by overspending in supplies, books and subscription, technology support and miscellaneous expenses.

Development expenses- Reflect a favorable variance of \$14,171. Significant underspending for Yearbook, Publications and Collaterals, Advertising and Promotion, Marketing Consultant, Donor Outreach, and Donor Cultivation and partially offset by overspending in Donor Development, Marketing Materials/ Graphic.

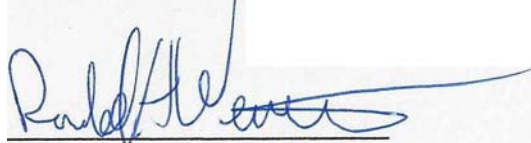
Professional Fees- Favorable variance is due to timing difference.

Net Operating Expenses- Actual expenses are \$73,641 below budget at \$828,126 versus \$926,827 resulting in a net operating surplus of \$31,212 instead of a budget deficit of (\$38,172).

JCF Board of Trustees Meeting: June 18, 2020

Agenda/Issue	Discussion/Report	Action/Approval	Follow-Up
Next Meeting Date and Adjournment		Meeting adjourned: 8:20am Next meeting: May 24,2020	The meeting rescheduled to a Zoom Meeting at 8:00am on May 5'h, 2020

Respectfully submitted by



Randall H Weinstock, Chair



**JEWISH
COMMUNITY
FOUNDATION**
OF GREATER HARTFORD

**FY2020 Actual Expenses and FY2020 Approved Budget
As of March 31, 2020**

Description	Actual FY2019	Actual FY2020	Budget FY2020	\$ Variance	% Variance	Revised Budget FY2020
REVENUES AND OPERATING SUPPORT GRANTS						
Administrative Fee Revenue @ 1.00%	645,070	653,316	652,504	812	0.12%	870,000
Administrative Fee Revenue @ 1.25%	312,194	311,095	308,300	2,795	0.91%	411,067
Recovery of Investment Administrative Expense	49,011	50,482	50,481	1	0.00%	67,309
Subtotal Fee revenue	1,006,275	1,014,893	1,011,285	3,608	0.36%	1,348,376
Operating Support Grants:						
General Operating Support Grant	168,750	243,750	243,750	0	0.00%	325,000
Operating Costs for Community Endow Campaign	0	0	0	0	0.00%	0
Center for Innovative Philanthropy - Operating Grant	131,250	0	0	0	0.00%	0
Subtotal Operating Support Grants	300,000	243,750	243,750	0	0.00%	325,000
Foundation /Fundiller-Zweig Tribute Funds Grants	18,568	22,665	26,521	(3,856)	-14.54%	18,691
Donations/Grants to Offset Operating Expenses	0	0	0	0	0.00%	18,818
Other Revenues	14,390	8,320	12,411	(4,091)	-32.97%	16,549
Center for Innovative Philanthropy - Fee Revenue	5,000	0	0	0	0.00%	0
CIP Grant Writer/Outcomes Assesment Training Expenses	0	0	0	0	0.00%	12,173
TOTAL OPERATING REVENUES	1,344,233	1,289,627	1,293,967	(4,340)	-0.34%	1,739,607
PERSONNEL EXPENSES						
Salaries and Other Compensation	859,312	779,929	799,641	(19,712)	-2.47%	1,066,184
Health, Life, Disability Insurance	68,011	83,480	87,561	(4,081)	-4.66%	116,748
Pension - 403(b) Annuity/ Pension Admin Fees	35,688	25,646	28,688	(3,042)	0.00%	28,688
Payroll Taxes	67,374	56,884	59,355	(2,471)	-4.16%	79,137
Workers' Compensation Insurance	2,170	2,385	2,385	0	0.00%	2,385
Payroll Service Fees	1,152	1,314	1,503	(189)	-12.60%	2,000
TOTAL PERSONNEL EXPENSES	1,033,706	949,638	979,133	(29,495)	-3.01%	1,295,142
GENERAL OPERATING EXPENSES						
Office Supplies	2,020	3,539	3,375	164	4.86%	4,500
Books and Subscriptions	1,044	950	939	11	1.18%	1,250
Professional Membership Fees	4,055	3,575	4,875	(1,300)	-26.67%	6,500
Travel/Auto	4,628	329	1,875	(1,546)	-82.43%	2,500
Postage and Shipping	1,885	3,078	2,050	1,028	50.15%	2,500
Telephone	2,566	2,442	3,000	(558)	-18.59%	4,000
Professional Development	10,020	14,720	16,125	(1,405)	-8.71%	21,500
Stationery and Printing	1,343	1,125	2,025	(900)	-44.44%	3,500
Copier Expenses	114	1,124	1,500	(376)	-25.07%	2,000
Insurance	12,297	9,688	10,000	(312)	-3.12%	14,000
Equipment Leases and Purchases	4,072	2,155	4,000	(1,845)	-46.12%	10,000

JCF Board of Trustees Meeting: June 18, 2020

OF GREATER HARTFORD						
Description	Actual FY2019	Actual FY2020	Budget FY2020	\$ Variance	% Variance	Revised Budget FY2020
Equipment Repair and General Maintenance	242	108	564	(456)	-80.92%	750
Occupancy Costs	26,468	40,729	41,000	(271)	-0.66%	84,000
Software / Online Services	46,414	45,868	46,500	(632)	-1.36%	47,500
Technology Support	6,004	8,398	6,250	2,148	34.37%	7,500
Miscellaneous	5,164	5,066	4,250	816	19.21%	5,000
Trustee and Committee Meetings	1,317	1,589	3,000	(1,411)	-47.03%	4,000
Other Business Expenses	1,672	810	1,875	(1,065)	-56.80%	2,500
TOTAL GENERAL OPERATING EXPENSES	131,326	145,294	153,203	(7,909)	-5.16%	223,500
DEVELOPMENT EXPENSES						
Yearbook	21,241	15,619	19,000	(3,381)	-17.79%	20,000
Publications and Collateral	20	12,570	19,500	(6,930)	-35.54%	30,000
Special Events	30,451	18,261	18,500	(239)	-1.29%	18,500
Donor Recognition	1,314	1,312	750	562	74.89%	1,000
Advertising/Promotion	22,269	7,887	24,000	(16,113)	-67.14%	36,000
Charity Fundraising Advertisements	6,604	2,534	3,000	(466)	-15.52%	5,500
Marketing Consultant / Intern	0	50	1,875	(1,825)	-97.33%	2,500
Marketing Materials / Graphic Design	1,725	5,074	3,550	1,524	42.93%	4,000
Donor Development	12,129	10,969	9,175	1,794	19.55%	10,900
Center for Innovative Philanthropy - Indicators Project	1,773	0	0	0	0	0
Center for Innovative Philanthropy (JMAP/Outcomes Meas)	0	0	0	0	0	0
CIP Grant Writer/Outcomes Assessment Training Expenses	0	0	0	0	0.00%	12,173
Outreach Programs	1,144	0	3,400	(3,400)	-100.00%	4,795
Travel/Donor Cultivation	2,252	20	1,500	(1,480)	-98.69%	2,150
Center for Innovative Philanthropy Training and Education	0	0	0	0	0.00%	-
TOTAL DEVELOPMENT EXPENSES	100,923	74,296	104,250	(29,954)	-28.73%	147,518
PROFESSIONAL FEES						
Legal and Filing Fees	1,407	0	1,875	(1,875)	-100.00%	2,500
Audit and Tax Return Review Fees	30,150	31,225	33,000	(1,775)	-5.38%	33,000
Consulting and Personnel Recruiting Fees	10,490	29,176	34,500	(5,324)	-15.43%	35,000
TOTAL PROFESSIONAL FEES	42,047	60,401	69,375	(8,974)	-12.94%	70,500
NET OPERATING EXPENSES	1,308,002	1,229,629	1,305,961	(76,332)	-5.84%	1,736,660
CURRENT PERIOD OPERATING (DEFICIT)/SURPLUS	36,231	59,998	(11,994)	71,992		2,947
PRIOR YEARS' SURPLUS	234,199	219,284	219,284	0		219,284
NET OPERATING (DEFICIT) SURPLUS	270,429	279,282	207,290	71,992		222,231
LESS: CAPITAL BUDGET	0	0	10,000	(10,000)		12,500
ADD: DONATIONS/GRANTS for Capital Expenses	0	0	0	0		0
LESS: CIP OUTCOMES MEAS. GRANTS CARRYFD	15,044	0	0	0		0
SURPLUS/(DEFICIT) CARRYFORWARD - Operating	255,385	279,282	197,290	81,992		209,731
OPERATING RESERVE*	239,385	239,385	239,385	0		239,385



FY 2020 Actual Expenses Vs. Approved Operating Budget Notes
(As March 31, 2020)

2020 Proposed Budget Summary Comments

Staff transitions – in marketing, development and CIP -- can make planning and budgeting difficult, but given the Foundation's fortuitous combination of strong board, committees and veteran financial staff, we feel that this year's budget will provide the necessary mix of structure and flexibility that the coming staff transitions – and a new strategic plan -- will require. Notably, the Foundation's growth, smart investment strategy and careful planning have allowed us to adjust year over year for the long-term achievement of community goals.

Revenue Outlook

This year fee revenues are projected to essentially in line with 2019 actual fee revenue and continues to provide a solid grounding for the Foundation to achieve its mission and support the community. Administrative Fee revenue is essentially in line with last year's actual fees and is again depressed by over \$41,000 discount on administrative fees for funds or families of funds with donor assets in excess of over \$1 million. This change was implemented last year to help the Foundation adapt some of the best practices of community foundations and bring it more into alignment with its competitors.

Expense Budget

The expense budget reflects our priorities as an institution and perhaps more importantly, represents how we believe our limited resources can best be deployed to build and sustain our Jewish community. This year's budget reflects assumptions about resource deployment that include a brand refresh, modest fluctuations in marketing and development expenses.

As with any organization of our type, human capital represents the largest proportion of our operating expense. FY2019 produced significant savings in personnel, and we expect that all positions will be filled during FY2020. Personnel assumptions have been calculated based on our estimates of what it will cost to hire a new (upgraded) position of Marketing Director, plus savings from cutting the (vacant) CIP analyst position, and postponing the hiring of the CIP Director position until after the strategic plan weighs in on the future of CIP. Also, we are shifting \$55,000 from the salary line to the consultant line, as we retain Kathryn Gonnerman as an organizational consultant and pay FIO Partners to lead our strategic plan. In the end, we project overall personnel costs to be down from last year's *budget* by 8.8%, but .3% higher than last year's *actual*.

In terms of non-personnel operating costs, you'll see projected decreases in the donor recognitions event – as the Board directed staff to stage a more modest dessert reception – and to travel/auto, largely due the expiration of the CEO's travel allowance. The Foundation's commitment to quality professional development opportunities continues apace, as we ensure that our staff is networked to a larger professional community and well-versed in the most recent philanthropic trends. The Foundation's website project (projected at about \$33,000 for FY2019) was postponed until FY2020 due to the CEO transition, and will follow after the brand refresh is completed in summer 2019.

In addition, as recommended by the Budget / Finance Committee, the Foundation will amortize \$50,000 of the Aim Chai Unamortized Expenses this year and revisit it each year until the entire \$754,356 is fully amortized.

Overall, the budget calls for an annual operating deficit of approximately \$40,595 that is covered by a year-end FY2019 surplus of \$219,284.

The Budget was revised to reflect the impact of changes defined in the FY2020 Strategic Plan and now projects a small surplus of \$2,947.

REVENUE

The preliminary budget assumes no change in administrative fee revenue. The administrative fee projections are based on the implementation of graduated fees for Custodial, Donor Advised and designated funds (excluding scholarship) funds or fund groups with assets exceeding \$1 million, the assessment of a 1% fee against all donor advised, designated and custodial funds and a 1.25% fee against unrestricted and scholarship funds. Administrative fees are calculated by reference to the March 31, 2019 quarter ending balance. Operating Support Grant of \$325,000 and CIP Operating Grant of \$75,000. Other revenues include grants to be awarded from The Foundation Fund; the Doreen Fundiller-Zweig Tribute Fund for general operations; from the Bernard Gottlieb Memorial Fund II for professional development and from Designated funds established for initiatives of the Center for Innovative Philanthropy.

ACTUAL ADMINISTRATIVE FEES AND OTHER REVENUES CONTINUE TO TREND BELOW BUDGET AT (.34%). REVENUE WAS REVISED TO REMOVE \$75,000 CIP OPERATIONS. THE REVISION WAS APPROVED AT THE 12/19/2019 TRUSTEE MEETING.

PERSONNEL EXPENSES

Salaries – The salary line is based on 12.83 FTEs. The FY2020 staff complement includes: President and Chief Executive Officer, Vice President Philanthropy, Vice President Finance, Vice President Donor Services (part-time- 30 hours), Director for the Center of Innovative Philanthropy (6 months), Senior Development and Gift Planning Officer, Marketing Director, Finance and Gift Manager, Senior Program Officer, Development and Stewardship Officer, Grants Assistant, Gift and Finance Analyst, and Development Assistant.

Total Compensation in FY 2020 budget includes the following item:

- \$36,921 (+4,111 benefits) – 3.0% Salary adjustment and merit increase pool.
- \$45,000 (+\$5,373 benefits) – New Center Staff (January 1, 2020)

ACTUAL SALARY EXPENSES REFLECT A POSITIVE VARIANCE OF \$19,712 WHICH PRIMARILY REFLECTS 2 MONTHS SAVINGS FOR THE NEW VP PHILANTHROPY WHO WAS HIRED 9/9/2019; 2 MONTHS SAVINGS ON A NEW DEVELOPMENT ASSISTANT TO REPLACE ELIZABETH BRITTNEY. THIS LINE WAS ALSO REVISED TO DEFER THE REPLACEMENT OF THE SENIOR DEVELOPMENT AND GIFT PLANNING OFFICER AND THE SUPPORT STAFF FOR CIP.

Health, Life, Disability Insurance – The budget line includes the employer’s share of health and dental insurance coverage for 11 employees under the Foundation’s group plan (two with family coverage, two with employee plus 1 coverage, and seven with single coverage). *Health and dental insurance premiums were budgeted with a 15% increase effective December 1, 2019; three current employees have coverage through their spouses.*

Under the three-tiered premium payment structure introduced in 2003, the Foundation pays 80% of the premium cost for single coverage, 76.5% for employee plus one dependent’s coverage, and 74% for employee plus two or more dependents’ coverage for full-time employees. The employer’s share of costs is calculated by reference to a base plan.

ACTUAL BENEFITS EXPENSES SHOW A POSITIVE VARIANCE OF \$4,081 WHICH REFLECTS MONTHS OF SAVINGS FOR THE NEW VP PHILANTHROPY AND DEVELOPMENT ASSISTANT AND 2 DIFFERED POSITIONS.

Pension – 403 (b) Annuity – The pension line represents employer matching contributions for ten staff members and a fee for pension administration and legal costs. The match ranges from 1% to 4% depending on years of service. The decrease in this line reflects the ineligibility of three new employees.

Actual 403(b) match reflects \$3,042 savings based on lower matching employee participation rate.

Payroll Taxes – This line reflects payroll taxes for 10.83 employees.

Actual Taxes reflect savings of \$2,471 at 3/31/2020 resulting tax rates being applied to lower salary levels through 9 months.

Workers Compensation Insurance – This line reflects the annual premium expected to be paid to The Travelers effective July 1, 2019 plus any audit adjustment based on FY2019 actual salary data.

This line is on target.

Payroll Service Fees – This line reflects biweekly payroll expenses and quarterly payroll tax filings.

ACTUAL FEES REFLECT A POSITIVE VARIANCE OF \$189 DUE TO TIMING DIFFERENCE.

GENERAL OPERATING EXPENSES

Office Supplies – This line reflects general office supplies and stationary for 11 employees.

OVERSPENDING IN THIS LINE IS DUE TO TIMING DIFFERENCE AND GENERAL COST INCREASE FOR SUPPLIES.

Books and Subscriptions – This line reflects annual and multi-year subscriptions.

This line is on target.

Professional Membership Fees – This line includes a portion of the cost of membership in the Connecticut Council for Philanthropy, including participation in the Connecticut Community Foundations Network. Since CCP membership offers seminars and other professional development opportunities, dues have been divided between membership fees and professional development. Also reflects increased fees due to the Jewish Federation National Association.

SAVINGS IN THIS LINE IS DUE TO TIMING DIFFERENCE, FEE INVOICE FROM JFNA HAS NOT BEEN RECEIVED TO DATE. THIS WILL BE BELOW BUDGET AT 6/30/20.

Travel – The Foundation uses the IRS standard mileage rate (58.0¢ per mile effective January 1, 2019) for purposes of reimbursing authorized business travel. The budgeted amount reflects projected increased activities of the development team at full staff.

This line is significantly under target due to suspension of most direct travel.

Postage and Shipping- Includes Postage machine lease payments and USP postage contracts.

THIS LINE IS SIGNIFICANTLY OVER BUDGET THOUGH OVER \$500 OF UNSPENT POSTAGE REMAINS UNSPENT IN THE MACHINE.

Telephone – The Foundation's telephone service, which is part of the Community Services Building telephone system, includes a dedicated fax/postal meter line, 25% share of dial tone and direct inward dial lines and actual long distance phone usage. The Foundation shares the costs of maintaining the Community Services Building security system, Internet access through Comcast and phone system maintenance with Federation. This line also includes a portion of cost for use of remote Internet access by two senior staff members who frequently work from home.

THIS LINE IS UNDER BUDGET DUE TO DELAYED BILLING FROM FEDERATION.

Professional Development – Historically, this line allowed for each senior staff member to attend at least one major national, regional or local conference to enhance her/his skills as a Foundation employee. *Grants from the Bernard L. Gottlieb Memorial Fund II offset a portion of professional development costs each year.* The FY 2020 Budget to Budget comparison reflects a reduction of about 11% due to CEO turnover.

POSITIVE VARIANCE IN THIS LINE CURRENTLY AND EXPENSES ARE EXPECTED TO BE SIGNIFICANTLY BELOW TARGET AS MANY ON-SITE CONFERENCES HAVE BEEN CANCELLED DUE TO COVID-19 TRAVEL AND SOCIAL DISTANCING RESTRICTIONS.

Insurance – Other – This line includes premiums for directors’ and officers’ liability coverage (\$10 million limit with a \$25,000 deductible), employee dishonesty coverage, and small business liability insurance (with a \$5,000 deductible) and \$1 million Cyber coverage under a Foundation policy

THIS LINE IS JUST UNDER BUDGET AT THIS TIME AND IS EXPECTED TO REMAIN SO THROUGH 6/30.

Equipment Leases and Purchases – The Foundation contracts directly with individual vendors for a color copier/fax machine, a postage meter, and a credit card machine. This line reflects the contractual lease payments for a Cannon color copier/fax from Flo Tech, under a 4-year lease.

THIS LINE IS SIGNIFICANTLY UNDER BUDGET AT THIS TIME DUE TO DEFERRED PURCHASES.

Equipment Repair and Maintenance – The budget line includes an estimate for printer maintenance and parts, as well as for the needed services of a general building mechanic provided through the Community Services Building’s property management company.

THIS LINE CURRENTLY REFLECTS A SAVINGS DUE FEWER MAINTENANCE ISSUES.

Occupancy – The fixed base rent is \$8 per square foot for 4,411 square feet, which includes the Foundation office suite (2,967 square feet) and 18% of common areas (1,444 square feet) in the Community Services Building, for a total annual base rent of \$35,290. Under the lease arrangement with Federation, the Foundation will be responsible for additional rent, on a pro-rated basis, equal to the amount by which the building’s operating costs exceeded \$8 per square foot. One-half of the salary of the Federation’s Director of Building Operations is attributed to the maintenance of the Community Services Building and needs of all tenants. The Foundation will be required to pay an additional (\$35,000) to assist the Federation in building a Capital Reserve to cover projected CSB capital expenses.

THIS LINE REFLECTS 9 MONTHS BASE RENT AND FY2019 TRUE-UP EXPENSE CHARGES OF \$14,261. CAPITAL RESERVE PAYMENTS HAVE NOT YET BEEN CALLED BY FEDERATION (JFGH).

Software/Online services – The proposed \$47,500 budget includes a 5% price increase for FIMS (Foundation Information Management System) maintenance and technical support (\$27,226 for 12 users). We signed an agreement for a 7-year Client Care Core Package which offers 8-hour support turnaround time, upgrades, training, consultation and a 4% cap (the contract was extended

3 years and the annual fee increase cap was lowered from 7% to 4%). We also purchased a contract for Donor Central Advisors (subscription – \$10,944 and Statements \$681).

Also included are annual fees for GuideStar Charity Check, which is used for grantee due diligence review, and support for PG Calc and GiftWrap. These two products are for planned gift illustrations and proposals and planned gift administration. The license and cloud storage fee for MozyPro online backup, and annual renewal fees for spam and anti-virus protection are also included in this line.

THIS LINE IS JUST BELOW ON BUDGET.

Technology Support – This line includes computer and network support services from Ted Naylor and Crystal Reports report optimization services from an independent consultant.

THIS LINE IS OVER BUDGET DUE TO SOFTWARE UPGRADE AND NEW HARDWARE SET UP AND CONFIGURATION.

DEVELOPMENT EXPENSES

Yearbook Expenses – We expect that the design fee and printing cost will be about the same as the FY2019 actual expenses.

THIS LINE IS UNDER BUDGET DUE TO COSTS SAVINGS FOR DESIGN AND PRINTING OF THE YEARBOOK.

Special Events – This line includes the costs of the annual Florida trip shared with JFGH, the annual donor reception and special meetings coordinated by CIP.

THIS LINE IS ESSENTIALLY ON BUDGET AT THIS TIME BUT IS EXPECTED TO BE OVER BUDGET BY YEAREND.

Advertising and Promotion – This line is projected at \$36,000 and includes print advertisements, and radio spots. This line item represents the Foundation's advertising and promotion budget projected for FY2020 – Bushnell & Hartford Symphony Orchestra, Hartford Stage, Hartford Business Journal, Other Miscellaneous Media, Playhouse Theater Group and Constant Contact– E-newsletter, in addition to \$5,000 advertising and promotion expenses for CIP.

THIS LINE IS SIGNIFICANTLY UNDER BUDGET AT THIS TIME DUE TO TIMING DIFFERENCE AND DEFERRED ACTIVITIES.

Charity Fundraising Advertisements – This line is projected at \$5,500 and includes ads placed in 501(C) 3 organizations' Fundraising materials.

THIS LINE IS SLIGHTLY UNDER BUDGET AT THIS TIME DUE TO TIMING DIFFERENCE.

Publications and Collateral - This line projected at \$30,000 includes 50% of the costs of the Website redesign, lobby signage, Prospect packets and/ or videos, prospect videos/ Voices of Philanthropy, Legacy and Other designs and 50% of the costs of color printing supplies.

WEBSITE REDESIGN IS NOW IN PROGRESS BUT SOME EXPENSES HAVE BEEN DEFERRED DUE TO COVID- 19 RESTRICTIONS AND THE FOUNDATION'S REFOCUS ON FUND RAISING AND OTHER ACTIVITIES TO RESPOND TO COMMUNITY NEEDS IN THE CURRENT COVID-19 ENVIRONMENT.

Marketing Consultant – \$2,500 budgeted for this line for FY2020.

MINIMAL CONSULTING EXPENSES (\$50) HAVE BEEN INCURRED TO DATE.

Donor Recognition – \$1,000 budgeted for this line to cover the costs of production and distribution of direct mailers – Hanukah and Mother's Day cards, New Year's Cards, general development printing and postage costs and color printer maintenance and supplies. **THIS LINE IS SIGNIFICANTLY OVER BUDGET THROUGH 3/31/2020.**

Marketing Materials/ Graphic Design – \$4,000 budgeted for this line to cover the costs design, printing and mailing of Community mailings, Lillian Fund mailings, Professional Advisors mailing and Rosh Hashanah cards.

THIS LINE REFLECTS SIGNIFICANT OVERSPENDING THROUGH 3/31/2020.

Donor Development – \$10,900 budgeted for this line to cover the Tumble Brook social membership dues and entertainment expenses for CEO, Florida visits and CT Parlor meetings.

AS OF 3/31/2020, THIS LINES HAS SLIGHTLY EXCEEDED THE 12 MONTH BUDGET AND IS EXPECTED TO BE AT LEAST 20% OVER BUDGET AT YEAR END.

Outreach Programs – This line includes meetings with donors and professional advisors, Israel Fund Education sessions, Leave a Legacy Brunch, CT parlor meetings and a series on family philanthropy events.

STAFF TURNOVER IN THE DEVELOPMENT DEPARTMENT HAS DEFERRED ACTIVITIES THROUGH 3/31/2020.

Travel/ Donor Cultivation – This line includes Florida Trip Travel accommodation and entertainment to visit Florida Donors and local donor cultivation and stewardship travel.

STAFF TURNOVER IN THE DEVELOPMENT DEPARTMENT AND A SHIFT TO FOCUS ON CURRENT COMMUNITY NEEDS IN THE COVID-19 ENVIRONMENT HAS ESSENTIALLY DEFERRED ALMOST ALL ACTIVITIES.

PROFESSIONAL FEES

Legal and Filing- \$2,500 includes various Secretary of State filing fees and an amount for the services of an attorney in the event one is needed.

NO EXPENSES HAVE BEEN INCURRED THROUGH 3/31/2020.

Accounting – This line reflects the cost of engaging J.H. Cohn, LLP for the fiscal 2019 audit (\$33,000) and a topside review of the Form 990. Staff will continue prepare the new IRS Form 990 (information return). The remaining items include 990 filing and planned gift tax return preparation fees.

THIS LINE IS UNDER BUDGET AT THIS TIME BUT IS EXPECTED TO BE ON TARGET THROUGH 6/30/2020.

Consulting and Personnel Recruiting Fees - \$35,000 includes costs to hire two to three including (FIO Partners) consultants.

PERSONNEL RECRUITING FEES, AND CONSULTING FEES FOR STRATEGIC PLANNING AND NEW STAFF TRAINING ARE INCLUDED. THIS LINE HAS BEEN REDUCED TO REFLECT SAVINGS DUE TO THE HIRE OF THE VP OF PHILANTHROPY AND THE ELIMINATION OF CONSULTING FEES.

CAPITAL BUDGET NOTES -\$12,500

Technology continues to be critical to the effective and successful operation of the Jewish Community Foundation. This line item remains unchanged until technology strategy is finalized.

Center for Innovative Philanthropy

General operating and program and personnel expenses will be determined for CIP upon the completion of the JCF Strategic Plan which is currently being developed.

ACTIVITIES PREVIOUSLY BUDGETED IN THIS LINE HAVE BEEN DEFERRED OR MOVED TO REGULAR OPERATIONS PENDING FINAL SOLUTION UNDER THE JCF 3 YEAR STRATEGIC PLAN.

Operating Reserve

The Operating reserve remains at \$239,385 of Community Unrestricted funds which has been set aside.



Consolidated Balance Sheet at March 31, 2020

GAAP

ASSETS

Cash and Investments	106,099,889
Rapid Response Fund	230,868
Life Insurance (cash surrender value)	201,040
Brilliant Light Power Shares	1
Pledge Receivables	732,447
Pledge Receivables Discount	(28,389)
Other Receivables	10,041
Prepaid Expenses	0
Furniture and Equipment (less accumulated depreciation)	0

TOTAL ASSETS

107,245,897

LIABILITIES AND FUND BALANCES

LIABILITIES

Deferred Gifts	143,090
Grants Payable	934,417
Other Payables	7,327

TOTAL LIABILITIES

1,084,835

FUND BALANCES

Unrestricted Funds	24,634,951
Donor Advised Funds	30,888,768
Designated Funds	35,394,781
Custodial Funds	15,242,562
JCF Holdings A, LLC	1

TOTAL FUND BALANCES

106,161,062

TOTAL LIABILITIES AND FUND BALANCES

107,245,897



**Statement of Revenue and Expenses and Changes in Fund Balances
for the Nine Months Ended March 31, 2020**

	<u>Unrestricted</u>	<u>Donor Advised</u>	<u>Designated</u>	<u>Total</u>	<u>Custodial</u>	<u>JCF Holdings A, LLC</u>	<u>Consolidated Total</u>
BEGINNING FUND BALANCE	29,126,542	37,046,770	41,189,867	107,363,178	16,327,298	1	123,690,477
REVENUES, GAINS AND OTHER SUPPORT							
Gifts	533,353	915,593	495,891	1,944,836	1,924,135	-	3,868,972
Bequests	-	-	-	-	-	-	-
Campaign Gifts	-	(3,000)	-	(3,000)	(3,333)	-	(6,333)
Campaign Gifts - Transformational	-	-	-	-	-	-	-
Center for Innovative Philanthropy	-	-	-	-	-	-	-
Other Receipts	316,091	(802)	22,934	338,222	-	-	338,222
Net Investment Income	214,144	251,635	279,101	744,880	117,368	-	862,249
Realized Gains (Losses)	1,037,080	1,288,624	1,422,887	3,748,591	579,446	-	4,328,037
Unrealized Gains (losses)	(5,231,037)	(6,245,300)	(7,048,401)	(18,524,738)	(3,021,185)	-	(21,545,923)
Change in Deferred Gift Liability	-	-	-	-	-	-	-
Total Revenues, Gains and Other Support	(3,130,370)	(3,793,251)	(4,827,587)	(11,751,208)	(403,568)	-	(12,154,776)
GRANTS, DISTRIBUTIONS AND EXPENSES							
Grants	(718,012)	(1,453,674)	(1,386,227)	(3,557,912)	-	-	(3,557,912)
Grant Cancellations	-	35	-	35	-	-	35
Agency/Custodial Distributions	-	(3,572)	-	(3,572)	(409,039)	-	(412,611)
Campaign Distributions - Transformational	-	-	-	-	-	-	-
Other Distributions	(800)	(3,000)	(19,809)	(23,609)	(150,912)	-	(174,521)
Operating Expenses	(542,745)	(261,104)	(304,564)	(1,108,413)	(121,216)	-	(1,229,629)
Endowment Campaign Expenses	-	-	-	-	-	-	-
Pledge Receivable by Debt Allowance	-	-	-	-	-	-	-
Gifts/Grants offset Campaign Expenses	-	-	-	-	-	-	-
Gifts/Grants offset Ctr Innov Philanthropy Exp	-	-	-	-	-	-	-
Depreciation	-	-	-	-	-	-	-
Total Grants, Distributions and Expenses	(1,261,557)	(1,721,315)	(1,710,599)	(4,693,471)	(681,168)	-	(5,374,639)
Interfund Transfers	(99,664)	(643,437)	743,101	-	-	-	-
ENDING FUND BALANCES	24,634,951	30,888,768	35,394,781	90,918,499	15,242,562	1	106,161,062



FY2020 Projected Actual Expenses and FY2021 Proposed Budget
As of May 29, 2020

Description	Actual FY2019	Proj Actual FY2020	Budget FY2020	\$ Variance	% Variance	Revised Budget FY2020	Proposed Budget FY2021
REVENUES AND OPERATING SUPPORT GRANTS							
Administrative Fee Revenue @ 1.00%	862,932	888,265	870,000	18,265	2.10%	870,000	830,240
Administrative Fee Revenue @ 1.25%	416,810	403,284	411,067	(7,783)	-1.89%	411,067	389,176
Recovery of Investment Administrative Expense	65,348	67,309	67,309	(0)	0.00%	67,309	67,500
Subtotal Fee revenue	1,345,090	1,358,858	1,348,376	10,482	0.78%	1,348,376	1,286,915
Operating Support Grants:							
General Operating Support Grant	225,000	325,000	325,000	-	0.00%	325,000	325,000
Center for Innovative Philanthropy - Operating Grant	0	0	0	-	0.00%		
Sobtotal Operating Support Grants	175,000	325,000	325,000	-	0.00%	325,000	325,000
Foundation /Fundiller-Zweig Tribute Funds Grants	18,568	22,665	18,691	3,974	21.26%	18,691	19,354
Donations/Grants to Offset Operating Expenses	2,871	0	18,818	(18,818)	0.00%	18,818	4,517
Other Revenues	17,857	8,374	16,549	(8,175)	-49.40%	16,549	
Center for Innovative Philanthropy - Fee Revenue	5,000	0	0	-	0.00%	0	-
CIP Grant Writer/Outcomes Assesment Training Expenses	16,549	0	12,173	(12,173)	0.00%	12,173	12,173
TOTAL OPERATING REVENUES	1,805,935	1,714,897	1,739,607	(24,710)	-1.42%	1,739,607	1,647,959
PERSONNEL EXPENSES							
Salaries and Other Compensation	1,159,409	1,004,128	1,066,184	(62,056)	-5.82%	1,066,184	1,070,384
Health, Life, Disability Insurance	100,905	103,110	116,748	(13,638)	-11.68%	116,748	124,361
Pension - 403(b) Annuity/ Pension Admin Fees	35,688	25,646	28,688	(3,042)	0.00%	28,688	31,118
Payroll Taxes	90,075	67,112	79,137	(12,025)	-15.20%	79,137	79,181
Workers' Compensation Insurance	2,170	2,385	2,385	-	0.00%	2,385	2,393
Payroll Service Fees	1,475	2,000	2,000	-	0.00%	2,000	2,500
TOTAL PERSONNEL EXPENSES	1,389,722	1,204,381	1,295,142	(90,761)	-7.01%	1,295,142	1,309,937
GENERAL OPERATING EXPENSES							
Office Supplies	3,237	3,539	4,500	(961)	-21.36%	4,500	4,500
Books and Subscriptions	1,356	966	1,250	(284)	-22.72%	1,250	1,250
Professional Membership Fees	4,055	3,575	6,500	(2,925)	-45.00%	6,500	5,000
Travel/Auto	8,096	329	2,500	(2,171)	-86.82%	2,500	1,000
Postage and Shipping	2,394	5,249	2,500	2,749	109.96%	2,500	3,500
Telephone	4,127	3,250	4,000	(750)	-18.75%	4,000	4,000
Professional Development	14,529	16,073	21,500	(5,427)	-25.24%	21,500	12,500
Stationery and Printing	2,049	1,125	3,500	(2,375)	-67.85%	3,500	3,500
Copier Expenses	698	1,465	2,000	(535)	-26.74%	2,000	2,000
Insurance	12,297	12,770	14,000	(1,230)	-8.79%	14,000	14,000
Equipment Leases and Purchases	13,581	3,200	10,000	(6,800)	-68.00%	10,000	5,000
Equipment Repair and General Maintenance	312	108	750	(642)	-85.65%	750	750

JCF Board of Trustees Meeting: June 18, 2020

OF GREATER HARTFORD

		Actual	Proj Actual	Budget			Revised	Proposed
		FY2019	FY2020	FY2020	\$ Variance	% Variance	Budget	Budget
Description							FY2020	FY2021
	Occupancy Costs	47,915	49,551	84,000	(34,449)	-41.01%	84,000	84,000
	Software / Online Services	48,450	46,168	47,500	(1,332)	-2.80%	47,500	49,500
	Technology Support	7,804	10,000	7,500	2,500	33.33%	7,500	12,000
	Miscellaneous	7,055	6,300	5,000	1,300	26.00%	5,000	5,000
	Trustee and Committee Meetings	1,968	1,589	4,000	(2,411)	-60.27%	4,000	4,000
	Other Business Expenses	11,608	810	2,500	(1,690)	-67.60%	2,500	2,500
TOTAL GENERAL OPERATING EXPENSES		191,530	166,068	223,500	(57,432)	-25.70%	223,500	214,000
DEVELOPMENT EXPENSES								
	Yearbook	21,241	16,119	20,000	(3,881)	-19.40%	20,000	20,000
	Publications and Collateral	20	21,000	30,000	(9,000)	-30.00%	30,000	21,000
	Special Events	30,868	18,261	18,500	(239)	-1.29%	18,500	15,000
	Donor Recognition	1,473	1,440	1,000	440	44.00%	1,000	1,000
	Advertising/Promotion	25,864	10,500	36,000	(25,500)	-70.83%	36,000	21,000
	Charity Fundraising Advertisements	7,388	2,534	5,500	(2,966)	-53.92%	5,500	5,500
	Marketing Consultant / Intern	9,625	50	2,500	(2,450)	-98.00%	2,500	2,500
	Marketing Materials / Graphic Design	4,929	6,500	4,200	2,300	54.76%	4,000	6,000
	Donor Development	16,025	6,800	10,900	(4,100)	-37.61%	10,900	5,900
	Center for Innovative Philanthropy - Indicators Project	0	0	0	0	0.00%	0	-
	Center for Innovative Philanthropy (JMAP/Outcomes Meas)	2,871	0	0	0	0.00%	0	-
	CIP Grant Writer/Outcomes Assesment Training Expenses	0	0	12,173	(12,173)	-100.00%	12,173	12,173
	Outreach Programs	1,000	50	4,795	(4,745)	-98.96%	4,795	6,500
	Travel/Donor Cultivation	3,418	20	2,150	(2,130)	-99.07%	2,150	3,800
	Center for Innovative Philanthropy Training and Education	2,382	0	0	0	0.00%	-	-
TOTAL DEVELOPMENT EXPENSES		127,104	83,274	147,718	(64,444)	-43.63%	147,518	120,373
PROFESSIONAL FEES								
	Legal and Filing Fees	1,957	0	2,500	(2,500)	-100.00%	2,500	2,500
	Audit and Tax Return Review Fees	30,335	33,000	33,000	0	0.00%	33,000	40,000
	Consulting Fees / Personnel Recruiting Fees	28,003	29,177	35,000	(5,823)	-16.64%	35,000	5,000
TOTAL PROFESSIONAL FEES		60,295	62,177	70,500	(8,323)	-11.81%	70,500	47,500
NET OPERATING EXPENSES		1,768,651	1,515,900	1,736,860	(220,960)	-12.72%	1,736,660	1,691,810
CURRENT PERIOD OPERATING (DEFICIT)/SURPLUS		37,285	198,997	2,747	196,250		2,947	(43,851)
PRIOR YEARS' SURPLUS		231,999	219,284	219,284	0		219,284	368,281
NET OPERATING (DEFICIT)/SURPLUS		269,284	418,281	222,031	196,250		222,231	324,431
LESS: ALLOCATION TO WRITE OFF END CAMP EXP		50,000	50,000	0	50,000		0	0
LESS: CAPITAL BUDGET		0	0	12,500	(12,500)		12,500	12,500
LESS: CIP OUTCOMES MEAS. GRANTS CARRYFD		0	0	0	0		0	0
CIP Grant Writer/Outcomes Assesment Training Expenses		15,044	0	0	0		0	0
SURPLUS/(DEFICIT) CARRYFORWARD - Operating		219,284	368,281	209,531	158,750		209,731	311,931
OPERATING RESERVE*		239,385	239,385	239,385	0		239,385	239,385



FY 2021 Proposed Operating Expense Budget Notes (As June 2, 2020)

2021 Proposed Budget Summary Comments

Staff transitions – in marketing, development and CIP -- can make planning and budgeting difficult, but given the Foundation's fortuitous combination of strong board, committees and veteran financial staff, we feel that this year's budget will provide the necessary mix of structure and flexibility that the coming staff transitions – and a new strategic plan -- will require. Notably, the Foundation's growth, smart investment strategy and careful planning have allowed us to adjust year over year for the long-term achievement of community goals.

Revenue Outlook

This year fee revenues are projected to essentially in line with 2021 actual fee revenue and continues to provide a solid grounding for the Foundation to achieve its mission and support the community. Administrative Fee revenue is essentially in line with last year's actual fees and is again depressed by over \$38,501 discount on administrative fees for funds or families of funds with donor assets in excess of over \$1 million. This change was implemented last year to help the Foundation adapt some of the best practices of community foundations and bring it more into alignment with its competitors.

Expense Budget

The expense budget reflects our priorities as an institution and perhaps more importantly, represents how we believe our limited resources can best be deployed to build and sustain our Jewish community. This year's budget reflects assumptions about resource deployment that include a brand refresh, modest fluctuations in marketing and development expenses.

As with any organization of our type, human capital represents the largest proportion of our operating expense. FY2020 produced significant savings in personnel due to elimination of two positions and delayed hire date for two replacement staff members. Total Personnel expenses are projected to increase \$14,795 to cover a 15% increase in benefit expense and an 8.5% increase in 403(b) match due to increased eligibility of four employees.

In terms of non-personnel operating costs, you'll see projected decreases in the donor recognitions event – as the Board directed staff to stage a more modest dessert reception, and the substitution of a Leave a Legacy Event for the annual Donor Reception. The Foundation's commitment to quality professional development opportunities has been significantly reduced to reflect the cancellation or postponement of various on-site conferences due to continued social distancing practices required as a result of COVID-19. We will encourage our staff to utilize online conferences and continue to network to a larger professional community to ensure that we're well-versed in the most recent philanthropic trends. The Foundation's website project was partially designed in FY2020 and will be completed in FY2021 with the budget amount of \$21,000.

In addition, as recommended by the Budget / Finance Committee, the Foundation will amortize \$50,000 of the Aim Chai Unamortized Expenses this year and revisit it each year until the entire \$663,557 is fully amortized.

Overall, the budget calls for an annual operating deficit of approximately \$73,123 that is covered by a year-end FY2020 surplus of \$373,111.

REVENUE

The preliminary budget assumes no change in administrative fee revenue. The administrative fee projections are based on the implementation of graduated fees for Custodial, Donor Advised and designated funds (excluding scholarship) funds or fund groups with assets exceeding \$1 million, the assessment of a 1% fee against all donor advised, designated and custodial funds and a 1.25% fee against unrestricted and scholarship funds. Administrative fees are calculated by reference to the May 25, 2020 ending fund balance. Operating Support Grant of \$325,000. Other revenues include grants to be awarded from The Foundation Fund; the Doreen Fundiller-Zweig Tribute Fund for general operations; from the Bernard Gottlieb Memorial Fund II for professional development.

PERSONNEL EXPENSES

Salaries – The salary line is based on 10.83 FTEs. The FY2021 staff complement includes: President and Chief Executive Officer, Vice President Philanthropy, Vice President Finance, Vice President Donor Services (part-time- 30 hours), Marketing Director, Finance and Gift Controller, Vice President Programs, Development and Stewardship Officer, Grants and Donor Services Assistant, Gift and Finance Analyst, and Development Associate. Salaries for FY2021 will remain unchanged from FY2020 levels.

Health, Life, Disability Insurance – The budget line includes the employer's share of health and dental insurance coverage for eight employees under the Foundation's group plan (three with family coverage, three with employee plus 1 coverage, and two with single coverage). *Health and dental insurance premiums were budgeted with a 15% increase effective December 1, 2020; three current employees have coverage through their spouses or parent.*

Under the three-tiered premium payment structure introduced in 2003, the Foundation pays 80% of the premium cost for single coverage, 76.5% for employee plus one dependent's coverage, and 74% for employee plus two or more dependents' coverage for full-time employees. The employer's share of costs is calculated by reference to a base plan.

Pension – 403 (b) Annuity – The pension line represents employer matching contributions for eleven staff members. The match ranges from 1% to 4% depending on years of service. The increase in this line reflects the eligibility of three new employees and increased match for one employee.

Payroll Taxes – This line reflects payroll taxes for 10.83 employees.

Workers Compensation Insurance – This line reflects the annual premium expected to be paid to The Travelers effective July 1, 2020 plus any audit adjustment based on FY2020 actual salary data.

Payroll Service Fees – This line reflects biweekly payroll expenses and quarterly payroll tax filings.

GENERAL OPERATING EXPENSES

Office Supplies – This line reflects one year's supplies for eleven staff members.

Books and Subscriptions – This line reflects annual and multi-year subscriptions.

Professional Membership Fees – This line includes a portion of the cost of membership in the Connecticut Council for Philanthropy, including participation in the Connecticut Community Foundations Network. Since CCP membership offers seminars and other professional development opportunities, dues have been divided between membership fees and professional development. Also includes membership fees to the Jewish Federation National Association.

Travel – The Foundation uses the IRS standard mileage rate (58.0¢ per mile effective January 1, 2020) for purposes of reimbursing authorized business travel. The budgeted amount reflects projected increased activities of the development team at full staff.

Postage and Shipping – Includes Postage machine lease payments and USP postage contracts.

Telephone – The Foundation's telephone service, which is part of the Community Services Building telephone system, includes a dedicated fax/postal meter line, 25% share of dial tone and direct inward dial lines and actual long distance phone usage. The Foundation shares the costs of maintaining the Community Services Building security system, Internet access through Comcast and phone system maintenance with Federation. This line also includes a portion of cost for use of remote Internet access by two senior staff members who frequently work from home.

Professional Development – Historically, this line allowed for each senior staff member to attend at least one major national, regional or local conference to enhance her/his skills as a Foundation employee. *Grants from the Bernard L. Gottlieb Memorial Fund II offset a portion of professional development costs each year.* The FY 2021 Budget to FY2020 Budget comparison reflects a reduction of about 48% due to expectation that due to the COVID-19 many onsite conferences will be cancelled or deferred until this virus is more controlled.

Insurance – Other – This line includes premiums for directors’ and officers’ liability coverage (\$10 million limit with a \$25,000 deductible), employee dishonesty coverage, and small business liability insurance (with a \$5,000 deductible) and \$1 million Cyber coverage under a Foundation policy.

Equipment Leases – The Foundation contracts directly with individual vendors for a color copier/fax machine, a postage meter, and a credit machine. This line reflects the contractual lease payments for a Cannon color copier/fax from Flo Tech, under a 4-year lease.

Equipment Repair and Maintenance – The budget line includes an estimate for printer maintenance and parts, as well as for the needed services of a general building mechanic provided through the Community Services Building’s property management company.

Occupancy – The fixed base rent is \$8 per square foot for 4,411 square feet, which includes the Foundation office suite (2,967 square feet) and 18% of common areas (1,444 square feet) in the Community Services Building, for a total annual base rent of \$35,290. Under the lease arrangement with Federation, the Foundation will be responsible for additional rent, on a pro-rated basis, equal to the amount by which the building’s operating costs exceeded \$8 per square foot. One-half of the salary of the Federation’s Director of Building Operations is attributed to the maintenance of the Community Services Building and needs of all tenants. The Foundation will be required to pay an additional (\$35,000) to assist the Federation in building a Capital Reserve to cover projected CSB capital expenses.

Software/Online services – The proposed \$47,500 *budget includes a 5% price increase for FIMS* (Foundation Information Management System) maintenance and technical support (\$27,226 for 12 users). We signed an agreement for a 7-year Client Care Core Package which offers 8-hour support turnaround time, upgrades, training, consultation and a 4% cap (the contract was extended 3 years and the annual fee increase cap was lowered from 7% to 4%). We also purchased a contract for Donor Central Advisors (subscription – \$10,944 and Statements \$681).

Also included are annual fees for GuideStar Charity Check, which is used for grantee due diligence review, and support for PG Calc and GiftWrap. These two products are for planned gift illustrations and proposals and planned gift administration. The license and cloud storage fee for MozyPro online backup, and annual renewal fees for spam and anti-virus protection are also included in this line.

Technology Support – This line includes computer and network support services from Ted Naylor and Crystal Reports report optimization services from an independent consultant. This line has been increased to cover increased need for Technology support.

DEVELOPMENT EXPENSESGeneral Comments:

Yearbook Expenses – We expect that the design fee and printing cost will be about the same as the FY2020 budget expenses.

Special Events – This line includes the costs of the annual Florida trip shared with JFGH, the annual donor reception and special meetings coordinated by CIP.

Advertising and Promotion – This line is projected at \$21,000 and includes print advertisements, and radio spots. This line item represents the Foundation's advertising and promotion budget projected for FY2021 – Bushnell & Hartford Symphony Orchestra, Hartford Stage, Hartford Business Journal, Other Miscellaneous Media, Playhouse Theater Group and Constant Contact– E-newsletter. Due to significant underspending in FY2020 as a result of the impact of COVID-19, this line item has been reduced from \$36,000 to \$21,000.

Charity Fundraising Advertisements – This line is projected at \$5,500 and includes ads placed in 501(C) 3 organizations' Fundraising materials.

Publications and Collateral - This is projected at \$21,000 and includes remaining costs of the Website redesign, lobby signage, Prospect packets and/ or videos, prospect videos/ Voices of Philanthropy, Legacy and Other designs and 50% of the costs of color printing supplies.

Marketing Consultant – \$2,500 budgeted for this line for FY2021.

Donor Recognition – \$1,000 budgeted for this line to cover the costs of production and distribution of direct mailers – Hanukah and Mother's Day cards, New Year's Cards, general development printing and postage costs and color printer maintenance and supplies.

Marketing Materials – \$6,000 budgeted for this line to cover the costs design, printing and mailing of Community mailings, Lillian Fund mailings, Professional Advisors mailing and Rosh Hashanah cards.

Donor Development – \$5,900 budgeted for this line to cover This line item reflects the Tumble Brook social membership dues and entertainment expenses for CEO, Florida visits and CT Parlor meetings.

Outreach Programs – \$6,500 - This line includes meetings with donors and professional advisors, Israel Fund Education sessions, Leave a Legacy Brunch, CT parlor meetings and a series on family philanthropy events.

Travel/ Donor Cultivation –\$3,800 - This line includes Florida Trip Travel accommodation and entertainment to visit Florida Donors and local donor cultivation and stewardship travel.

PROFESSIONAL FEES

Legal and Filing- \$2,500 includes various Secretary of State filing fees and an amount for the services of an attorney in the event one is needed.

Accounting –\$38,000 This line reflects the cost of engaging J.H. Cohn, LLP for the fiscal 2019 audit and a topside review of the Form 990. Staff will continue prepare the IRS Form 990 (information return), Form 990T and CT990T for Unrelated Business Income Tax (UBIT). The remaining items include 990 filing and planned gift tax return preparation fees.

Consulting and Personnel Recruiting Fees - \$5,000 – Projected use of outside Consultants.

CAPITAL BUDGET NOTES -\$12,500

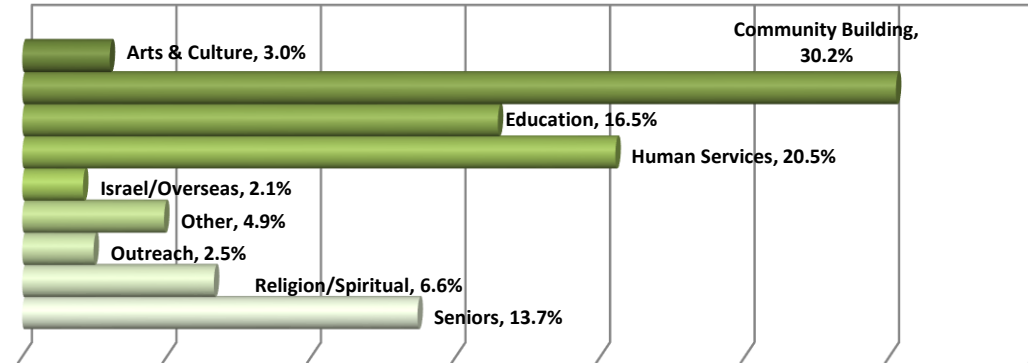
Technology continues to be critical to the effective and successful operation of the Jewish Community Foundation. This line item remains unchanged until technology strategy is finalized.

Operating Reserve

The Operating reserve remains at \$239,385 of Community Unrestricted funds which has been set aside.



Management Dashboard

Finance:		FYTD	3/31/2020	03/31/2019						Impact:	Unrestricted	Donor Advised	Designated
Revenue as a % of Budget			100%	100%						Grants FYTD as of 6/7/2020(#!/\$):	15/\$717,043	536/\$1,889,404	465/\$1,580,544
Expenses as % of Budget			94%	89%						Grants FYTD as of 6/7/2019 (#!/\$)	15/\$1,082,408	579/\$2,065,934	490/\$1,397,323
Current Operating Surplus(Deficit)			59,998	36,231						Interfund Grants FYTD as of 6/7/2020		44/\$304,077	
Cum. Operating Surplus/(Deficit)			279,282	255,385						Interfund Grants FYTD as of 6/7/2019		10/\$98,020	
Personnel Exp. as % of Assets			0.81%	0.87%									
Investment Return (5/31/2020)			Cal. YTD	1yr.	3yr.	5yr	10yr			Grants Awarded by Program Area			
JCF:			-6.9%	2.7%	3.9%	4.2%	6.7%						
Overall Market Benchmark:			-7.4%	3.6%	4.1%	4.3%	7.0%						

Lead or React?

ejewishphilanthropy.com/lead-or-react/

ejP

May 5,
2020



By Cindy Chazan

I recently read an article by Bari Weiss in *The New York Times* *"This pandemic demands something bigger of all of us. ...Let this be a re-calibration, the pandemic as a tuning fork to get back our pitch. What could be a better reminder of what really matters – and what absolutely doesn't?"*

I read this and think of our Jewish communal infrastructure.

I am in awe of what the Jewish community is doing now – the heroics of creating safety nets and loans and keeping communities sane during these challenging times.

But shouldn't we start at the same time to plan?

What have we learned?

I am concerned that the urgent is driving out the important.

Throughout the community – not just the Federation – people say to me, “I can’t start thinking of what might be when this Pandemic is over – we’re dealing with the vast unknown and I am too busy keeping what we have afloat and putting out fires”.

I fear that if leaders do not start talking about “what the new future might look like” we will likely be caught shockingly unprepared and blindsided by the chaos that will ensue.

Too many of us did not learn from the last recession: agencies hunkered down waiting for it to pass, and then tried extremely hard to prove their value.

At the same time Federations and agencies assumed the same major givers would come back at the same giving level before the last nasty recession, and they often just did not or at least took time getting back.

But this is not like the last time. No rule book has been written yet to deal with the future of the Jewish Community post-Pandemic as far as I know. This Pandemic has created new baselines in work, learning, healthcare, and governance. In fact, it’s a hard reset on everything. It IS the great unknown, but that shouldn’t stop us from thinking. Talking and pre-planning.

During the last recession there was talk about synagogues merging, agencies phasing out because they were weak and/or not serving the Jewish community, though serious adaptive change rarely happened.

Post 2008, some organizations overbuilt or became complacent again about recruiting, development and registration, expecting enough significant donors and benefactors to still be there. Many communities have large beautiful buildings with diminishing numbers of students or members, and this was true even pre-pandemic.

Post the last recession, private family foundations flourished with their own agenda (we are fortunate because of that) while still giving to Federation, which continued to believe in the rule of thumb – that at least 80% of the money comes from 20% of the donors.

What did we do to build a better grass roots foundation as some wealthy people chose to move away from that inner circle of donors and then were often ignored, and even shamed or blamed? [Shame on us!]

Post 2008 the innovation sector took off largely because wealth returned, and donors wanted to see and “feel” where their money went and were looking for more personally meaningful forms of Judaism for themselves and/or their adult children.

In the last 12 years Federations and foundations have done good work in many communities.

At the same time, think about how much more money has successfully flowed into a new and innovative Jewish space (PJ Library, Birthright, Honeymoon Israel, Hillel and BBYO, Moishe House, Jewbelong, Mechon Hadar, BINA, new prayer spaces like LabShul and The Kitchen, One Table and Jewish Camp are but a few great examples).

Millennials became our obsession. Federations and “old school legacy organizations” had to fight for attention, funds and relevancy. In many communities the Federation took on more and more programming themselves, often in conflict with or duplicating services offered by agencies and synagogues, so that as more and more people asked “What Does the Federation Do?” they could point to a plethora of programs the Federation took responsibility for, while funding agencies which probably should have been doing them, within their missions. As a result, a good number of beneficiary agencies suffered as funding, membership and relevancy diminished.

In some communities, these beneficiary agencies were dismissed as outdated and drifted, without leadership looking ahead to what roles to play in a changed world.

Thank GD Federations and some agencies survived because this is their new moment – IF they lead smartly and carefully. Federations are doing remarkable work right now and foundations (those who do grants) are collaborating in unprecedented fashion to provide meaningful support/loans.

The Jewish world will not have a choice post COVID to do business as usual. Conversations must start taking place immediately to plan for the New Future. But leaders tell me they are not quite ready because the basic survival needs of our communities are appropriately demanding time and money right now. So, who can think about the future?

I fear that just like Bari Weiss warns us, there are leaders who will wait out this pandemic with delusions that somehow all the money will return, staff they furloughed are waiting to be rehired, whether they should be or not, that everyone who paid dues, annual gifts or tuition (or all 3) will have the same intentions, commitments and dollars to “re- up.”

But I fear they will not or can not.

With fewer dollars, pragmatic decisions will have to be made by Leaders of the community and now is the time to prepare.

I recently heard Professor Ron Heifetz of Harvard University's Center for Public Leadership say that these times may actually present opportunities; that if we're smart, we will start to reimagine what changes to anticipate rather than get defensive or caught off-guard or with false expectations..

There are lessons we should learn from this Pandemic so we can lead better in the future.

Maybe the New Normal will push us to change for the better and our knee jerk reaction to defensively push back will not have a place at the table.

There are thoughtful mergers to anticipate and begin to advocate, in order to be more responsible and efficient. New, practical goals must be considered with creative thinkers, requiring innovative roles for lay and professional leaders to problem solve.

Learning may continue to be done remotely as a new normal. How can we optimize these situations? How will a community with three congregations within a mile radius support 9 clergy and 3 pre-schools; moreover, should they?

Stubborn refusal to change will no longer be possible or tolerated, though empathy is still required. When in action mode we must actively make room for losses as a true test of leadership – to help people come to terms with loss at the rate they can tolerate [Heifetz]. We will need to differentiate between organizations and services, so that we can begin to recalibrate what the community will need.

There are people beginning to think and plan and here's an example: Gidi Grinstein [an alum of the Wexner Israel Fellowship] founded TOM [Tikkun Olam Makers] a nonprofit venture which since 2014 helped millions of people create and scale extremely affordable solutions to neglected needs of people with disabilities, the elderly and other disempowered communities. By 2018 TOM has operated in 22 countries and was recognized in *Forbes Magazine* as one of 15 tech companies to watch in 2018.

Journalist Tom Friedman said: "TOM addresses need, crowdsources the design and manufactures solutions for neglected problems for anyone anywhere."

One small example and one big one. A team of TOM volunteers in Tel Aviv recently created a customizable multipurpose open-source prosthesis, which was developed with the TOM community in Singapore. It was then adjusted for a single disabled Israeli girl who wanted to play the violin. It is available on the TOM website via free download. That prosthetic device cost \$60 – as opposed to the standard price of several thousand dollars – and can be manufactured by maker spaces around the world for thousands of people with similar needs.

"Today, though, said Grinstein, TOM is "creating an online library of open-source solutions for Covid-19, and we are working to build a bottom-up army of makers to distribute them all over the world. Our mission focuses us on the needs of smaller rural communities with weak health infrastructure and on the acute needs of senior homes, prisons and mental health facilities."

"... now," [Grinstein said], "with these new crowdsourcing platforms, we can enable every person to contribute talents to solving our collective problems, locally and globally, on a scale that is unprecedented."

Imagine now untapped thinkers and doers in your community and do not be shy to ask for their wisdom, planning, finances, prioritizing, etc. Only relying on the Old Guard to be our visionaries will send us down a rabbit hole. But we can't afford to ignore history or alienating well-intentioned volunteers.

Thankfully, the stock market will come back, there will still be very wealthy people and successful Federations, agencies and foundations.

We will be expected to lead responsibly and more wisely, to have the ability to encourage our communities by leading with our own stamina, to have a systemized approach to roll out "re-opening," and to explain truthfully that we're all in a learning mode, while at the same time encouraging our communities not to lose faith, AND not to be voyeurs but active participants in rethinking and remaking Jewish communities. This will not be easy.

We should not require slick perfection in order to give a concrete idea a chance. Instead, leadership requires us to become an early adopter of a novel solution.

Instead we must create a holding pattern for communities as we figure this out.

We Jews have been remarkably resilient – we got kicked out of our land and home communities not once, we moved to new countries and created new ways to practice Judaism without a Temple. Nothing ever can equal what happened to us under the Nazis, and all that seems to be so much more horrific than what we will be facing 3-6-12-18 months from now.

We are experiencing a terrible shock – but good can come from it if we work together and lead wisely. My own synagogue along with many others have divided the congregation into mini "kibbutzim," expanding our social network and beginning to create "scaffolding" for now and the future.

The time to start thinking and planning is now. Now is when we need to plan and lead towards the future, as unknown as it is, so that we can develop a post pandemic vision to start out with. Now is the moment for both lay and Professional leaders in the Jewish Community to bring true grit, nimbleness and resilience to the New Normal. The parks in New Jersey opened today; so should our minds.

Cindy Chazan has been a Federation CEO, a JCC executive, has worked for JCCA and recently retired from The Wexner Foundation after 18 years, holding the position of VP and Senior Advisor.

She and her husband have formed Chazan-Leipzig Consulting, LLC for non-profits, and she can be reached at



Community Grants Budget - Projected
July 1, 2019-June 30, 2020
(as of 6/11/2020)

	7/1/19-6/30/20 Projected Amount	Changes Year to Date	Revised Projection
Amount Available for Grants under Spending Policy¹	\$1,025,814		\$1,025,814
Plus: Over/Unexpended prior years' spendable amount	\$7,399		\$7,399
Plus: Grant cancellations		\$75,801	\$75,801
Total Amount Available for Grants in FYE 6/30/2020	\$1,033,213	\$75,801	\$1,109,014
"Contractual" Funding Obligations			
Less: Grants to Federation from Board-restricted funds benefiting the Foundation and the Federation	(\$4,969)	\$0	(\$4,969)
Less: Grants to Federation for its discretionary use	(\$148,757)	\$0	(\$148,757)
Board Discretionary Grants			
Less: Jewish Community Foundation Operating Support FYE 6/30/2020	(\$325,000)		(\$325,000)
Less: Jewish Community Foundation Center for Innovative Philanthropy FYE 6/30/2020	(\$75,000)		(\$75,000)
Less: Hebrew Senior Care			
Behavioral Health Unit Renovations		(\$100,000)	(\$100,000)
Less: Jewish Community Foundation COVID-19 Fund		(\$100,000)	(\$100,000)
Above the Line Grants Awarded in FYE 6/30/2020	(\$553,725)	(\$200,000)	(\$753,725)
"Competitive" Grants			
Less: JT Connect Program Associate ²		(\$45,000)	(\$45,000)
Less: Mandell JCC PJ Connectors ³		(\$8,030)	(\$8,030)
Less: Voices of Hope Strategic Planning Consultant		(\$12,430)	(\$12,430)
Less: Jewish Federation of Greater Hartford Wexner Heritage Program ⁴		(\$11,667)	(\$11,667)
Less: University of Hartford Hillel Engagement Associate ⁵		(\$33,760)	(\$33,760)
Less: Mandell JCC Strategic Planning Consultant		(\$20,400)	(\$20,400)
Competitive Grants Awarded in FYE 6/30/2020	\$0	(\$131,287)	(\$131,287)
"Synagogue Community Building Grants"			
Less: Beth Israel Celebrate CBI		(\$2,000)	(\$2,000)
Less: Beth David Scholar-in-Residence Series		(\$2,000)	(\$2,000)

JCF Board of Trustees Meeting: June 18, 2020

Less: Farmington Valley Jewish Congregation - Emek Shalom family holiday programming		(\$2,000)	(\$2,000)
Less: Temple Beth Hillel Community Seder		(\$2,000)	(\$2,000)
Less: Temple Sinai security system		(\$2,000)	(\$2,000)
Less: Beth Shalom B'nai Israel new website		(\$2,000)	(\$2,000)
Synagogue Grants Awarded in FYE 6/30/20	\$0	(\$12,000)	(\$12,000)
Total Community Grants Awarded in FYE 6/30/2020	(\$553,725)	(\$343,287)	(\$897,012)
Operating reserve	\$0		\$0
Grant Spending Amount available in FYE 6/30/2020	\$479,487	(\$267,486)	\$212,001

¹ This projected amount is equal to 3.75% (5% spending less 1.25% administrative fee) of the 20-quarter trailing average balance of unrestricted community funds as of June 30, 2019, adjusted to take into account the minimum and maximum spending limitations under the Foundation's spending policy.

⁴ The total grant to JT Connect is \$120,000 over 3 years (FY20-\$45,000, FY21-\$40,000 and FY22-\$35,000)

³ The total grant to the Mandell JCC is \$19,340 over 2 years (FY20-\$8,030 and FY21-\$11,310)

^a The total grant to the Jewish Federation is \$35,000 over 3 years (FY20-\$11,667, FY21-\$11,667 and FY22-\$11,666)

³ The total grant to Hartford Hillel is \$69,020 over 2 years (FY20-\$33,760 and FY21-\$35,260)

S:\Excel\FY2020\Community Grants Budget FY2020



Community Grants Budget - Projected
July 1, 2020-June 30, 2021
(as of 6/5/2020)

	7/1/20-6/30/21 Projected Amount	Changes Year to Date	Revised Projection
Amount Available for Grants under Spending Policy¹	\$1,083,937.00		\$1,083,937.00
Plus: Over/Unexpended prior years' spendable amount	\$212,000.00		\$212,000.00
Plus: Grant cancellations			\$0.00
Total Amount Available for Grants in FYE 6/30/2021	\$1,295,937.00	\$0.00	\$1,295,937.00
"Contractual" Funding Obligations			
Less: Grants to Federation from Board-restricted funds benefiting the Foundation and the Federation	(\$5,115.00)	\$0.00	(\$5,115.00)
Less: Grants to Federation for its discretionary use	(\$148,756.00)	\$0.00	(\$148,756.00)
Board Discretionary Grants			
Less: Jewish Community Foundation Operating Support FYE 6/30/2021	(\$325,000.00)		(\$325,000.00)
Above the Line Grants Awarded in FYE 6/30/2021	(\$478,871.00)	\$0.00	(\$478,871.00)
"Competitive" Grants			
Less: JT Connect Program Associate ²	(\$40,000.00)		(\$40,000.00)
Less: Mandell JCC PJ Connectors ³	(\$11,310.00)		(\$11,310.00)
Less: Jewish Federation of Greater Hartford Wexner Heritage Program ⁴	(\$11,667.00)		(\$11,667.00)
Less: University of Hartford Hillel Engagement Associate ⁵	(\$35,260.00)		(\$35,260.00)
			\$0.00
Competitive Grants Awarded in FYE 6/30/2021	(\$98,237.00)	\$0.00	(\$98,237.00)
"Synagogue Community Building Grants"			
Less:			\$0.00
Synagogue Grants Awarded in FYE 6/30/21	\$0.00	\$0.00	\$0.00
Total Community Grants Awarded in FYE 6/30/2021	(\$577,108.00)	\$0.00	(\$577,108.00)
Grant Spending Amount available in FYE 6/30/2021	\$718,829.00	\$0.00	\$718,829.00

¹ This projected amount is equal to 3.75% (5% spending less 1.25% administrative fee) of the 20-quarter trailing average balance of unrestricted community funds as of June 30, 2020, adjusted to take into account the minimum and maximum spending limitations under the Foundation's spending policy.

² The total grant to JT Connect is \$120,000 over 3 years (FY20-\$45,000, FY21-\$40,000 and FY22-\$35,000)

³ The total grant to the Mandell JCC is \$19,340 over 2 years (FY20-\$8,030 and FY21-\$11,310)

⁴ The total grant to the Jewish Federation is \$35,000 over 3 years (FY20-\$11,667, FY21-\$11,667 and FY22-\$11,666)

⁵ The total grant to Hartford Hillel is \$69,020 over 2 years (FY20-\$33,760 and FY21-\$35,260)

S:\Excel\FY2021\Community Grants Budget FY2021

Donor Advised Grants
April 20, 2020 - June 7, 2020

Grantee	Program Name	Grant Date	Grant Amount
ALS Association	general operating support	4/21/2020	\$1,000.00
American Heart Association - Connecticut Chapter	general operating support	6/4/2020	\$1,252.00
Beth El Temple of West Hartford	Friends in Need Fund in memory of Fran Weiner	4/30/2020	\$250.00
Beth El Temple of West Hartford	IT equipment	4/23/2020	\$3,000.00
Beth El Temple of West Hartford	the David and Barbara Brown donation account	5/4/2020	\$250.00
Camp Laurelwood	general operating support	6/3/2020	\$250.00
Capital Area Food Bank	COVID-19 emergency support	5/1/2020	\$1,000.00
Chabad House of Greater Hartford	general operating support	4/21/2020	\$1,800.00
Chabad of Puerto Rico	COVID-10 emergency relief	5/4/2020	\$2,000.00
Charter Oak Cultural Center	general operating support	4/21/2020	\$3,000.00
Charter Oak Cultural Center	renovation of chandelier	4/21/2020	\$5,500.00
Connecticut Science Center	general operating support	5/10/2020	\$2,000.00
Covenant House	general operating support	5/19/2020	\$250.00
Disabled American Veterans Charitable Service Trust, Inc.	general operating support	6/4/2020	\$1,252.00
Estuary Council of Seniors	meals on wheels	5/22/2020	\$5,000.00
Father Joe's Village	general operating support	4/21/2020	\$500.00
Feeding America	COVID-19 support	4/21/2020	\$4,000.00
Feeding San Diego	COVID-19 support	4/21/2020	\$4,000.00
Food Bank for New York City	COVID-19 emergency support	4/24/2020	\$10,000.00
Foodshare, Inc.	COVID-19 Emergency food relief	4/28/2020	\$2,000.00
Foodshare, Inc.	general operating support	5/6/2020	\$250.00
Foodshare, Inc.	general operating support	5/12/2020	\$2,000.00
Foodshare, Inc.	general operating support	6/4/2020	\$1,252.00
Hartford Hospital	Helen and Harry Gray Cancer Center	6/4/2020	\$1,252.00
Hartford Symphony Orchestra	Fund the Inspiration	5/8/2020	\$500.00
Hebrew Senior Care	Behavioral Health Unit renovations	5/8/2020	\$1,250.00
Hebrew Senior Care	Behavioral Health Unit renovations	5/10/2020	\$25,000.00
Hebrew Senior Care	general operating support	6/4/2020	\$1,252.00
Helen Woodward Animal Center	Adoption Center Gold Paw Print	4/21/2020	\$1,000.00

**Donor Advised Grants
April 20, 2020 - June 7, 2020**

Interfund Transfer	Jewish Hartford Rapid Relief and Recovery Fund	4/24/2020	\$3,000.00
Interfund Transfer	Jewish Hartford Rapid Relief and Recovery Fund	4/25/2020	\$1,000.00
Interfund Transfer	Jewish Hartford Rapid Relief and Recovery Fund	4/27/2020	\$1,424.00
Interfund Transfer	Jewish Hartford Rapid Relief and Recovery Fund	4/28/2020	\$2,000.00
Interfund Transfer	Jewish Hartford Rapid Relief and Recovery Fund	4/30/2020	\$250.00
Interfund Transfer	Jewish Hartford Rapid Relief and Recovery Fund	5/6/2020	\$500.00
Interfund Transfer	Jewish Hartford Rapid Relief and Recovery Fund	5/6/2020	\$1,800.00
Interfund Transfer	Jewish Hartford Rapid Relief and Recovery Fund	5/20/2020	\$1,000.00
Jewish Family Services of Greater Hartford	Kosher Food Pantry emergency food relief	4/28/2020	\$1,000.00
Jewish Family Services of Greater Hartford	Tara's Closet	5/6/2020	\$500.00
Jewish Federation of Greater Hartford	general operating support	4/23/2020	\$150,000.00
Jewish Federation of Greater Hartford	general operating support	4/30/2020	\$1,500.00
Jewish Federation of Greater Hartford	general operating support	5/6/2020	\$730.00
Jewish Federation of Greater Hartford	general operating support	5/8/2020	\$10,000.00
Jewish Federation of Greater Hartford	general operating support	5/10/2020	\$10,000.00
Jewish Federation of Greater Hartford	Jewish Leadership Academy	4/27/2020	\$5,000.00
Jewish Federation of Greater Hartford	leadership subsidies to JCPA Plenum	5/28/2020	\$3,006.76
Jews for Racial and Economic Justice	general operating support	6/2/2020	\$1,000.00
Joyce D. and Andrew J. Mandell Jewish Community Center	Hartford Jewish Film Festival (focusing on seniors)	5/14/2020	\$1,500.00
Joyce D. and Andrew J. Mandell Jewish Community Center	Hartford Stage Program 2019-2020	5/21/2020	\$3,263.00
Los Angeles Regional Food Bank	general operating support	4/21/2020	\$1,000.00
Meals on Wheels of San Diego County	COVID-19 support	4/21/2020	\$4,000.00
Meals on Wheels of West Los Angeles	COVID-19 support	4/21/2020	\$4,000.00
Motion Picture and Television Fund	Compassionate Care Fund	4/21/2020	\$1,000.00
college scholarship	college scholarship	5/20/2020	\$4,000.00
college scholarship	college scholarship	5/20/2020	\$5,000.00
college scholarship	college scholarship	5/20/2020	\$4,000.00
college scholarship	college scholarship	5/20/2020	\$1,000.00
college scholarship	college scholarship	5/20/2020	\$2,500.00
college scholarship	college scholarship	5/20/2020	\$5,000.00

Donor Advised Grants
April 20, 2020 - June 7, 2020

National Film Preservation Foundation	general operating support	4/21/2020	\$1,000.00
Northwell Health Foundation	COVID-19 Emergency Fund	4/24/2020	\$10,000.00
Old Saybrook Fire Company No. 1	general operating support	5/22/2020	\$2,500.00
Palm Beach County Food Bank	COVID-19 emergency support	5/1/2020	\$20,000.00
Renbrook School	general operating support	4/21/2020	\$1,000.00
Rensselaer Polytechnic Institute	annual fund assistance grant program	5/10/2020	\$5,000.00
Room to Read	Nepal based assistance	4/21/2020	\$1,000.00
Share Our Strength	COVID-19 support	4/21/2020	\$7,000.00
Shoreline Soup Kitchens and Pantries	general operating support	5/22/2020	\$2,500.00
Solomon Schechter Day School of Greater Hartford	in honor of the 2020 Ner Tamid award winners	4/30/2020	\$500.00
St. Jukes Childrens Research Hospital	general operating support	4/21/2020	\$500.00
Temple Chai	general operating support	5/27/2020	\$7,500.00
Temple Sinai Brookline	Free Will campaign	4/23/2020	\$5,000.00
The People Concern	Santa Monica Homlessness	4/21/2020	\$1,000.00
The San Diego Foundation	Santaluz Employee Scholarship Fund Account 7728	4/21/2020	\$2,000.00
The V Foundation	general operating support	4/21/2020	\$1,000.00
Three Square	COVID-19 emergency support	5/1/2020	\$1,000.00
University of Connecticut Hillel	general operating support	5/22/2020	\$1,500.00
USC Shoah Foundation	IWitness Fund	4/21/2020	\$1,000.00
We the Protestors	Campaign Zero	6/4/2020	\$1,000.00
WNPR Connecticut Public Radio	general operating support	4/21/2020	\$500.00
TOTAL	80 Grants		\$384,533.76

Designated Grants
April 20, 2020 - June 7, 2020

Grantee	Program Name	Grant Date	Grant Amount
Farmington Valley Jewish Congregation - Emek Shalom	general operating support	4/21/2020	\$5,000.00
Hebrew Senior Care	Behavioral Health Unit renovation	5/20/2020	\$5,000.00
Hebrew Senior Care	Behavioral Health Unit renovation	5/20/2020	\$25,000.00
Hebrew Senior Care	uncompensated care for Jewish low income seniors	4/30/2020	\$25,000.00
Interfund Transfer	Jewish Hartford Rapid Relief and Recovery Fund	4/20/2020	\$20,000.00
Jewish Family Services of Greater Hartford	COVID-19 food pantry program	5/11/2020	\$10,000.00
Jewish Federation of Greater Hartford	COVID-19 relief efforts	4/23/2020	\$12,775.88
Jewish Federation of Greater Hartford	COVID-19 relief efforts	5/4/2020	\$10,636.78
Jewish Federation of Greater Hartford	COVID-19 relief efforts	5/27/2020	\$6,426.91
Jewish Federation of Greater Hartford	Ilan Reganbaum Event	5/28/2020	\$671.45
Jewish Federation of Greater Hartford	Jewish Leadership Academy	6/3/2020	\$1,517.00
Jewish Federation of Greater Hartford	Mitnick Education Conference	6/1/2020	\$1,152.19
Joyce D. and Andrew J. Mandell Jewish Community Center	Hartford Jewish Film Festival	5/14/2020	\$930.00
college scholarship	college scholarship	5/20/2020	\$1,000.00
college scholarship	college scholarship	6/2/2020	\$2,000.00
college scholarship	college scholarship	5/20/2020	\$2,000.00
college scholarship	college scholarship	5/20/2020	\$2,000.00
college scholarship	college scholarship	5/20/2020	\$3,000.00
college scholarship	college scholarship	5/20/2020	\$2,000.00
college scholarship	college scholarship	5/20/2020	\$2,500.00
college scholarship	college scholarship	5/20/2020	\$2,500.00
college scholarship	college scholarship	5/20/2020	\$1,500.00
college scholarship	college scholarship	5/20/2020	\$1,000.00
college scholarship	college scholarship	5/20/2020	\$2,500.00
college scholarship	college scholarship	5/20/2020	\$1,400.00
college scholarship	college scholarship	5/20/2020	\$1,000.00
college scholarship	college scholarship	5/20/2020	\$4,000.00
college scholarship	college scholarship	5/20/2020	\$1,000.00
college scholarship	college scholarship	5/20/2020	\$2,500.00

Designated Grants
April 20, 2020 - June 7, 2020

college scholarship	college scholarship	5/20/2020	\$5,000.00
college scholarship	college scholarship	5/20/2020	\$2,000.00
college scholarship	college scholarship	5/20/2020	\$1,000.00
college scholarship	college scholarship	5/20/2020	\$1,000.00
college scholarship	college scholarship	5/20/2020	\$2,500.00
college scholarship	college scholarship	5/20/2020	\$2,500.00
college scholarship	college scholarship	5/20/2020	\$3,000.00
college scholarship	college scholarship	5/20/2020	\$4,000.00
college scholarship	college scholarship	5/20/2020	\$4,000.00
college scholarship	college scholarship	5/20/2020	\$2,500.00
college scholarship	college scholarship	5/20/2020	\$2,000.00
college scholarship	college scholarship	5/20/2020	\$5,000.00
college scholarship	college scholarship	5/20/2020	\$1,800.00
TOTAL	42 Grants		\$192,310.21