

OVERVIEW AND HISTORY OF THE JEWISH COMMUNITY FOUNDATION OF GREATER HARTFORD

Since its founding in 1972, JCF has invested heavily in the health and vibrancy of the Greater Hartford Jewish community. The Foundation serves as a partner, educator and trusted advisor for individuals and families pursuing meaningful philanthropic impact while building a permanent pool of charitable dollars to secure the long-term future of the Jewish community. With approximately \$155 million in assets under management as of June 30, 2022, 1,400 individual charitable funds, and annual grants of around \$4.6 million, JCF is among the largest foundations in Connecticut.

This year, the Foundation is celebrating its 50th anniversary. As part of this celebration, the Foundation launched a Mosaic Art Project on March 30. About 950 participants, ages 2-99, laid 40,000 glass tiles over seven days to create a unique, colorful mosaic that exhibits the dynamism and diversity of the Greater Hartford Jewish community. The Mosaic is a gift to the community from the Foundation in honor of its 50th anniversary, and is permanently on display in the main entrance of the Mandell Jewish Community Center. In October, we will host a festive donor reception and celebration to mark our 50 years.

The Foundation represents the vision of Jewish community leaders who have worked assiduously to ensure that long-term financial resources are available to the Greater Hartford Jewish community and that this community remains relevant and vital into the future. As an organization, JCF serves as a conduit between donors' charitable intentions and the critical needs of the community. The Foundation accomplishes this role by:

- assisting donors in structuring charitable gifts
- building legacies
- facilitating personalized philanthropy
- distributing grants to a broad range of programs and institutions

Originally, JCF began as the "Endowment Fund" of the Jewish Federation of Greater Hartford ("the Federation") with a \$50,000 allocation intended to support the Federation and its agencies by generating endowment and legacy gifts, responding to unforeseen needs and emergencies, and supporting special projects and new programs.

In 1993, as part of a comprehensive plan to build endowment and create greater flexibility in addressing the needs of the community, the Endowment Fund became an independent, self-supporting charitable entity. Known today as the Jewish Community Foundation of Greater Hartford, JCF models itself on other leading Jewish and non-sectarian community foundations across the country.

Although it is an independent community foundation, JCF maintains a strong relationship with the Federation. The two organizations work closely together and the CEOs collaborate on community needs to serve the region. This unique relationship is reflected by the fact that the Chair of the Federation's Board serves as ex-officio Trustee on the Foundation's Board and the Chair of the Foundation serves as ex-officio on the Federation's Board, and that the long-range planning committee is a joint committee of the two organizations.

Over the years, the Foundation has been a significant supporter of the Federation and the two institutions have worked together on a number of key initiatives. In particular, the Federation was a partner in the community wide endowment campaign, Aim Chai, as well as the JMAP community study. The Foundation was also the principal funder of the Federation's new Jewish Leadership Academy, which is a comprehensive lay leadership development program available to leaders across the Jewish community of Greater Hartford.

In 2020, the Foundation and Federation jointly launched the Jewish Hartford Rapid Relief and Recovery Fund to meet the basic human needs of individuals and families, and to provide financial support to synagogues and agencies to help them maintain their vital services to our community.

Over the past several years, the Foundation has undertaken a number of innovative initiatives to address the changing nature of the Jewish community and its needs. It has positioned itself in an outward looking role and has successfully promoted community-wide dialogue and collaboration. Today, the Foundation serves not only as a strong financial institution, but as an organization that educates the growing community, builds philanthropy, and fosters a strong community agenda.

Beginning in 2012, JCF, in partnership with the Federation, launched the Aim Chai Endowment Campaign with the goal of raising significant new resources for the community. This was the first campaign of its kind in the country. The campaign embraced a unique collaborative model built around a centralized infrastructure that facilitated an active partnership with more than 28 Jewish community institutions throughout Greater Hartford to raise endowment funds, most of which are held by JCF. The campaign concluded in 2017 and achieved its original \$40 million goal.

Philanthropic Services

JCF manages 1,400 funds for individual, family, and foundation donors as of June 30, 2022. Designated (31%) and Donor Advised Funds (27%) comprise the largest proportion of the Foundation's assets, followed by Community Action (unrestricted) funds (24%), and Custodial funds (18%) as of March 31, 2022. The Foundation is sensitive to the philanthropic interests of its donors but also promotes the importance of unrestricted giving. In recent years, JCF has increasingly highlighted opportunities for legacy giving and the organization works directly with donors and with their professional advisors – including attorneys, accountants, and financial consultants – to provide counsel on charitable giving options. Such charitable options include unrestricted funds, donor advised funds, custodial funds, and designated funds, which incorporates field of interest and scholarship funds.

Grantmaking

Since its inception, the Foundation and its donors have made grants to charitable institutions in Greater Hartford, across the country, and around the world. In FY22, the Foundation awarded 1,142 grants totaling \$4.5 million. These grants fund innovative projects, community-wide initiatives, and a broad range of programs and institutions. Grants from Community Action (unrestricted) funds are awarded through a competitive grant application process; grants from donor advised funds are made upon the recommendation

of donors, after review and approval by the Foundation Board; and grants from designated funds are made automatically each year to fulfill the charitable interests for which the funds were originally created.

While JCF and its donors make grants to a myriad of organizations and programs, the Foundation's (and Federation's) four areas of grant-making priority have been for some time now: Jewish education, Jewish outreach and engagement, non-profit capacity building, and seniors and aging. Looking ahead, the Foundation and Federation jointly launched Jewish Hartford United, a community vision planning process, in July 2021 with the goal of setting new community priorities that will guide us through this decade – and into the future. The Foundation is currently guided by its strategic 2020-2022 strategic plan (please see pages 5-19).

Management and Governance

The Foundation has an annual operating budget of approximately \$1.9 million that supports 11 highly skilled professionals. Reporting directly to the CEO are the Vice President of Philanthropy, Vice President of Finance, Vice President of Grant Programs, Vice President of Operations and Donor Services, and the Marketing Director. Other staff include a Development Officer, Development Coordinator, Controller, Accounting and Finance Associate, and one administrative support staff. The Board of Trustees serves as the governing body of the Foundation. Board members are highly respected leaders in the Greater Hartford Jewish community and their expertise encompasses business, law, investment management, Jewish communal activity, and philanthropy. Trustees can serve a maximum of two consecutive three-year terms, and are eligible for re-election after a one-year hiatus. Board meetings take place five times a year and committee meetings are scheduled as needed. Current committees include Audit, Budget and Finance, Grants, Investment, and Scholarship.

Financial Highlights

JCF is fiscally sound and well managed. The Foundation's assets are managed as a comingled investment pool and the investment portfolio is structured with the objective of achieving total investment return in excess of the grant spending policy, operating costs and inflation. The Foundation's Investment Committee, in conjunction with an outside professional consultant, establishes investment policy and monitors individual investment managers and their performance. As of June 2022, the Foundation reported total investment returns of -12.6% after achieving a 35% return rate the previous fiscal year. The current spending rate is 5% of a fund's average fair market value over the preceding 20 quarters, with 4% available for grants and 1% used to cover the cost of operating the Foundation. Last year, JCF's expense to total asset ratio was 1.25%.



**JEWISH
COMMUNITY
FOUNDATION**
OF GREATER HARTFORD

**2020 - 2022
STRATEGIC PLAN**

Expanding Philanthropy and Impact

December 2019



Developed in partnership with Fio Partners, LLC

LETTER FROM LEADERSHIP

Thank you for your interest in the Jewish Community Foundation of Greater Hartford's 2020-2022 Strategic Plan, "Expanding Philanthropy and Impact," that will guide our organization's work for the next three years. This document combines equal measures of idealism and realism – attributes required for the Foundation and its community partners to succeed at achieving the shared goal of ensuring our vibrant Jewish future.

In an ever-evolving landscape in which technology advances, populations shift, and new societal and community concerns continue to emerge, the Jewish community finds itself facing new challenges every day. To address these challenges, the Foundation must do its part to provide more resources to the community by leveraging its core strengths and assisting our community partners to do the same.

To further increase our impact, we strongly believe that our primary focus must remain the effective cultivation of Jewish philanthropy, which inspires donors to invest in the organizations and causes they hold dear -- and leave charitable legacies that guarantee meaningful, joyful Jewish life for generations to come. The Foundation further recognizes the critical nature of fostering deep, trusting relationships; we are committed to expanding these relationships across the region with donors and community leaders, synagogues and agencies, and with the people in our community who are very involved, to those we have yet to engage.

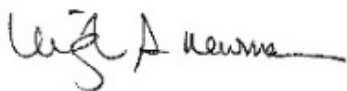
To achieve this, the Foundation will enhance its development capabilities and grant making activities, increase our visibility, deepen collaboration with the Jewish Federation and community partners, while creating exceptional learning opportunities for donors, organizations and community members. We will further build upon the dedication of our passionate staff and lay leadership to uphold and innovate, enhance our culture and operations, and evolve our board to align with the changing nature of our work.

We'd like to thank our Board of Trustees and the lay members of the strategic plan's "Design Team" – Merrill Mandell, Walter Harrison, Gayle Temkin and Gerald Goldberg – for all the time and counsel they provided throughout the process. We are also grateful to our senior staff – Michael Elfenbaum, Susan Lotreck, Kathryn Gonnerman, Rhona Morgan and Maureen O'Connell for their roles as Design Team members and for the many hours they invested in refining the plan. Thanks also go to the lay leaders, donors and professionals who shared their views and constructive feedback, and to the entire Foundation staff which remains intricately involved in the planning and execution of this plan. We are also indebted to Anne Yurasek and Fio Partners for their invaluable contributions in designing, researching and crafting this document, while making the work enjoyable.

This is an exciting time in our community's evolution – one that is rife with opportunity. We are blessed with a wonderful Jewish infrastructure in Greater Hartford and talented cadres of leadership -- both established and new -- who recognize the need for collaboration, investment and change -- and are willing to put in the work to expand our collective impact.

It is our privilege to join with these leaders, donors, professionals and the diverse members of our great community in our collective pursuit of *tikkun olam* and meaningful Jewish continuity – in perpetuity.

Let's continue to go from strength to strength,



Leigh Newman
Board Chair



Jacob Schreiber
President & CEO

OUR PROCESS

A Strategic Planning Committee, made up of members of the Board of Trustees and senior staff of the Foundation, was formed in March 2019 to develop a three-year strategic plan for the Foundation. The decision was made to engage a third-party consulting firm, Fio Partners, LLC (Fio) to provide guidance and pertinent experience to the effort.

Starting in April 2019, the Strategic Planning Design Team worked with Fio to design the information base needed to support the planning process. The Design Team and Fio gathered data from a variety of internal and external sources to help provide perspectives on our current state and trends which are likely to impact the future of the Greater Hartford Jewish Community and the work of the Foundation. The information gathering efforts included the following:

- Board of Trustees Survey
- Staff Climate Survey and Focus Group
- Historical Financial Analysis
- Focus Group with the *JewGood Hartford* Steering Committee
- Focus Group with the Grants Committee
- Community Stakeholder Interviews
- Interviews with Other Philanthropic Leaders (Jewish and secular Community Foundations)
- Compilation of Donor Perspectives and Reflections
- Center for Innovative Philanthropy (CIP) - Background and Recommendations Review
- Review Results of the 2016 JMAP Survey and 2019 JMAP Update

In late July 2019, the Board of Trustees and senior staff held a planning retreat. The results of the retreat informed the overall strategic direction reflected in the plan and provided input into suggested goals, strategies, and tactics.

Following the retreat, Fio worked with senior staff and the Design Team to reflect on the retreat results and develop the narrative plan document. The plan leverages Fio Partners' approach to nonprofit strategic management, which includes aligning leadership around mission, vision and values, designing or redesigning the primary work of the organization and its relational strategies (including fund development, marketing, and collaboration), strengthening management systems and supports, and strengthening methods to improve the organization.

The plan represents a proposed three-year scope of work and acts as the basis for the creation of the first, 18-month implementation plan, to be drafted by staff by the end of winter 2020. Proposed strategies and tactics for this first phase are denoted in bold throughout the plan. The plan also includes proposed areas of key measurements so that leadership can monitor implementation and track progress.

The plan was approved unanimously by the Foundation's Board of Trustees at its December 19, 2019 Board meeting.

WHAT WE LEARNED

The information base gathering effort yielded a range of themes that helped to inform the future strategic direction of the Foundation.

Viewed as a Credible, Trusted Partner: The Jewish Community Foundation of Greater Hartford is viewed as a credible, trusted, neutral partner by key stakeholders. Through its leadership and success with the Aim Chai campaign, the grantmaking support provided to community organizations, and capacity building efforts and resources, stakeholders noted the organization's investments in the community and its steadfast commitment to preserving and supporting the Greater Hartford Jewish community. Community stakeholders expressed an interest in continuing to see the Foundation provide forward-looking, future-focused leadership around the evolution of the Jewish community.

Shifting Community Trends: Both internal and external stakeholders noted the shifting perspectives of the younger generation and the need for greater engagement of younger generations in the Jewish community, in synagogues, and in philanthropy. In addition, stakeholders noted the aging demographics and the deep concern that future volunteer leadership of community institutions is challenging to find and the commitment to supporting those institutions could decline in the future. The increased need for services to seniors was also noted. The two other substantive issues are the state of Jewish education in the community and concerns about its sustainability, as well as the need for re-invention. Stakeholders also expressed concern about the future of synagogues and the role of synagogues in the community in the future.

Clarification of the Role of the Foundation in the Community: Voices across the information base referenced a lack of clarity as to the roles of the Federation and the Foundation in the community. Some viewed the Foundation as responsible for ensuring the future well-being of both institutions and the community as a whole, while the Federation is responsible for bolstering the current status and needs of community institutions and the community. This was expressed a few times as "The Federation is the community checking account, and the Foundation is the savings account." Stakeholders noted the Foundation's role in spurring innovation, making significant investments in projects intended to have broad community impact, and strengthening community institutions through its grantmaking. The Federation was viewed as one of the programming arms of the community, while the Foundation was viewed as helping institutions ensure future sustainability. There were additional calls for collaboration and alignment between the two entities. Community stakeholders also noted the need for continued work around institutional capacity building.

Evolution of the Organization: Two key themes emerged out of the internal assessment efforts - the first, was the opportunity to address issues related to staff morale and team building. The second was the opportunity to strengthen engagement and committee functioning for the Board of Trustees. Across both internal and external perspectives, there was a call to action to the Foundation to share more about the considerable impact of its grant making and consulting, to spur more philanthropic investment in the Foundation and in the community, and to share more about its processes and decision-making.

Shifts in Philanthropy: Stakeholders and field leaders noted the speed at which philanthropy is evolving and donor expectations are shifting. The field leaders noted how the focus is shifting from "asks" to

educating, informing, and convening donors. From small donor convenings to roundtables to immersive experiences, leaders noted the need to help donors be more aware of community issues and what foundations are doing to invest resources in the community. The other major observation was the recognition of the competition in the market for donor advised funds. Given the low barrier to entry and lower fees at large financial institutions, foundation leaders noted the need to compete by delivering personalized service, offering deep expertise, and creating a community of philanthropists. In addition, to engage younger donors, stakeholders suggested increasing the use of social media and communications (sharing more stories of the impact of Foundation community investments), providing more volunteer events, more family-friendly events and opportunities, and opportunities for input and donor engagement.

OUR MISSION, VISION, AND VALUES

OUR MISSION

The Jewish Community Foundation of Greater Hartford unlocks the transformative power of personalized and collective philanthropy to solve problems, strengthen community organizations, and provide permanent support for our Jewish community.

OUR VISION FOR OUR COMMUNITY

Jewish. Community. Forever.

Jewish. We reflect the community we serve and are guided by the Jewish values of *tikkun olam* (repairing the world), *tzedakah* (caring for those in need), and *tzedek* (pursuing justice).

Community. We believe in the power of every individual to make a difference and that together we can change the world. We envision a vibrant, diverse, inspired Jewish community in which all are valued, engaged and supported.

Forever. We are forward thinking, focused on impact, and always seeking dynamic opportunities that position our community to thrive for generations to come.

OUR VALUES

Collaboration (*Shituf P'ulah*) – We partner as a team to solve problems and to celebrate achievements.

Accountability (*Areivut*) – We are responsible to each other and for one another.

Respect (*Derekh Eretz*)– We act with integrity and treat everyone the way we would want to be treated.

Self-Reflection (*Cheshbon Nefesh*) – We are open to constructive feedback and always willing to learn.

OUR VISION FOR OUR ORGANIZATION

- The Foundation is a catalyst for encouraging the thoughtful, effective evolution of our community.
- We are known for our creative, proactive efforts that yield high-impact results and strengthen organizations, and for providing a superior donor experience.
- We will inspire philanthropy and strengthen endowments for our community institutions. We will act as responsible stewards for our investments and create new ways to invest in our community.
- We are viewed as a trusted partner by individuals and organizations who have a deep commitment to our community. We will seek complementary partnerships, both with our Federation and our community partners, to enact our shared aspirations for our community.
- The Foundation staff is a high-functioning team with diverse expertise. Each team member has opportunities for personal growth and contribution.
- Our Trustees are active, engaged ambassadors who promote the interests of our organization, help foster meaningful donor relationships, oversee the management of our assets and provide leadership for all our efforts across the community.

OUR 2020 - 2022 GOALS

Goal 1: Increase Our Impact

The Jewish Community Foundation of Greater Hartford defines its core activity as cultivating Jewish philanthropy, which inspires donors to invest in the organizations and causes they hold dear -- and leave charitable legacies that guarantee meaningful, joyful Jewish life for generations to come.

To achieve this, the Foundation will strengthen its efforts by further systemizing development and relationship building activities, enhancing grant making, leveraging our key influencers and piloting different approaches to expand our reach, and by creating unique learning opportunities for donors, organizations, and community members.

Goal 2: Utilize Marketing as a Strategic Tool to Bolster the Visibility and Objectives of the Foundation

The Foundation will clarify and promote its personalized philanthropic services and the important roles it plays in providing immediate and long-term support for the Jewish community and beyond.

Goal 3: Evolve Our Infrastructure

With the increased expectations of donors and the Foundation's interest in providing high-quality donor supports, the staff have recognized the opportunity to strengthen our internal systems, improve efforts to work across internal functions, and learn from our work.

Goal 4: Evolve Our Board of Trustees

Our Board of Trustees will actively strengthen the activities of the Foundation by fine-tuning its processes, providing strategic direction and acting as ambassadors to support the philanthropic work of the Foundation.

OUR 2020 - 2022 GOALS AND SUPPORTING STRATEGIES AND TACTICS

GOAL 1: INCREASE OUR IMPACT

The Jewish Community Foundation of Greater Hartford defines its core activity as cultivating Jewish philanthropy, which inspires donors to invest in the organizations and causes they hold dear -- and leave charitable legacies that guarantee meaningful, joyful Jewish life for generations to come. To achieve this, the Foundation will strengthen its efforts by further systematizing its development and relationship building activities, enhancing grant making, leveraging our key influencers and piloting different approaches to expand our reach, and by creating unique learning opportunities for donors, organizations, and community members.

STRATEGY A: Cultivate philanthropic and legacy giving through a range of individual and collective options

Proposed Tactics and Suggested Activities:

- **Systematize our approach to stewardship and donor cultivation that includes moves management goals/metrics such as the number of touches, visits, donor discoveries and solicitations**
 - **Focus on strengthening relationships and the overall donor experience with current donors**
 - **Undertake analysis of current Foundation relationships, seeking to understand where the Foundation has strong relationships and where gaps may exist across the community, and create a cultivation strategy**
 - Current donors
 - Geographic lens
 - Demographic lens
 - Presence in community institutions/organizations

- Strengthen joint efforts with Jewish agencies and synagogues around identifying, developing and stewarding their current and potential endowment/legacy donors
- **Leverage the Foundation's key influencers by:**
 - **Enhancing the role of Trustees to support the philanthropic efforts of the Foundation (e.g., sharing our story, donor stewardship, education and cultivation)**
 - Reconstitute the Development Committee to help staff with donor cultivation activities
 - Capitalize on the strengths of each Trustee to contribute to these efforts
 - Rebuild our relationships with cadre of financial advisors, accountants and attorneys to foster their proclivity for sharing information about the Foundation with their clients
 - Create and begin executing on a plan of action
 - Consider offering a program for continuing education credits
- **Provide unique learning experiences by:**
 - **Continuing to cultivate our current giving circles (JewGood and Lillian Fund)**
 - **Establishing criteria/assessment for success and develop annual work plans**
 - Creating opportunities to see "philanthropy in action" – sharing the impact of investments for current and future donors, such as immersive experiences and site visits
- Explore new approaches to increase our portfolio of donor advised funds
- Piloting approaches to engage the next generation of donors (e.g., explore creating incentives, such as matching fund opportunities, working to eliminate barriers to giving, concentrating on multigenerational family education)

STRATEGY B: Continue to invest in strengthening the capacity and effectiveness of our community institutions through expanding strategic grantmaking

Proposed Tactics and Suggested Activities:

- **Prioritize trust-based relationships and ongoing listening with organizations to inform our work and identify needs**
- **Re-examine the eligibility and outcomes criteria for the Community Grants Program to elicit a wider range of new ideas and expand the populations we serve**
 - **Pilot including synagogues and locally focused programs from national Jewish organizations**
 - **Consider expanding capacity-building funding to include critical infrastructure and consulting needs**
 - **Invest more time at Board meetings to review grants and impact**

- **Continue the Foundation's commitment to proactively identify and support high impact Jewish engagement programs**
- **Expand opportunities to link organizational needs with donor interests (organization wish-lists, short-term and long-term needs)**
- Work with community partners to identify and fund emerging community-wide projects to address community challenges/opportunities

STRATEGY C: Develop partnerships and new approaches to create positive community impact¹

Proposed Tactics and Suggested Activities:

- **Engage in a formal, facilitated process with the Federation to further foster/institutionalize collaborative efforts that better define and maximize our distinct and collaborative roles in strengthening Jewish community**
 - **Items for discussion may include collaborative efforts on financial resource development, planning, marketing/messaging, grant making, etc.**
 - Promote the outcomes of this process by:
 - Working with the Federation to create messages that complement each other's work and clarifies each organization's unique roles
 - Developing a communication influencer plan to gain support from Foundation and Federation board leaders and other community influencers
 - Holding public forums (Conversations with CEOs) to discuss items impacting the Jewish community and how the Foundation and the Federation will approach these issues
- **Determine whether to continue the JMAP project**
- Collaborate with community partners to support collective problem solving across silos; serve as a neutral convener, where appropriate
- Explore opportunities for new models of investing in the community (e.g., impact investing, impact funds for transformative projects)
- Establish Foundation matching grants to organizations to spur fund development and to strengthen endowment giving
- Offer best practices/resources related to fund development and philanthropy

¹ Note: Our ability and timelines for achieving these will likely become clearer after our collaboration discussions with Federation.

GOAL 2: UTILIZE MARKETING AS A STRATEGIC TOOL TO BOLSTER THE VISIBILITY AND PRIMARY OBJECTIVES OF THE FOUNDATION

The Foundation will clarify and promote its personalized philanthropic services and the important roles it plays in providing immediate and long-term support for the Jewish community and beyond.

STRATEGY A: Clarify our distinctive role in cultivating philanthropy

Proposed Tactics and Suggested Activities:

- **Create annual marketing plans to guide our work**
 - Establish an overall calendar of communications and media outreach efforts (ensuring digital media activities, regular email, social media communication and traditional media engagement)
 - Measure qualitative and quantitative results
- Create time-limited campaigns with defined success metrics and clear calls to action (e.g., year-end, product specific, interest area specific)
- **Strengthen and simplify our overall messaging strategy**
 - Create clear messages (elevator pitch) on Foundation's mission, purpose and differentiators
 - Segment audiences and develop distinct messages for each audience profile
 - Produce messaging toolkits for Foundation key influencers, including Trustees

STRATEGY B: Enhance visibility and understanding of our services and impact

Proposed Tactics and Suggested Activities:

- **Support development activities to cultivate new donors**
 - **Create donor cultivation collateral including prospect and welcome kits**
 - Profile and publicize donors who are deepening their philanthropy through the Foundation
 - Market products specific to donor life events (e.g., Simcha Funds, B'nai Mitzvah Funds, Memorial Funds)
- Produce multimedia content that will elevate community voices and allow the community to explore issues in new and different ways
 - **Convert website into an interactive story-telling and donor education portal**
 - **Create traditional media briefing opportunities surrounding story leads and deepen relationships with key media contacts**
 - **Produce video interviews with donors, board members and scholarship recipients**
 - Launch a new podcast series

GOAL 3: EVOLVE OUR INFRASTRUCTURE

With the increased expectations of donors and the Foundation's interest in providing high-quality donor support, the Foundation must strengthen its internal systems and improve efforts to work across internal functions.

STRATEGY A: Transform our information management systems

Proposed Tactics and Suggested Activities:

- **Develop organization-wide information management plan**
 - Identify all the organizational elements that are supported by data collection, analysis and reporting
 - Review for continuing relevance and effectiveness from the perspective of the decision makers who use the information and from the perspective of line staff who interact with the system
 - Identify any areas needing improvement or upgrading, e.g., CRM system
 - Involve software and hardware vendors at the point when organization needs are clear
- Acquire a new fund accounting management system, which may also involve updating other major management systems, including financial management and donor services/reporting
 - **Evaluate different information management systems to identify best fit for our needs**
 - Consider integrated systems that would include customer relationship management
 - Select and implement new system
 - Revise all policies and procedures, as needed, based on system selected
 - Review and update job descriptions, aligned with system requirements and procedures
- Implement cloud-based document management to keep up with trends in information management

STRATEGY B: Strengthen our human resources and organizational development systems and supports

Proposed Tactics and Suggested Activities:

- **Assess human resource support needs and consider how best to bring those supports into the organization (assessment, need identification, hire/outsource)**
- **Monitor team effectiveness supports (huddles, staff meetings, retreats, trainings) and promote open dialogue on status/progress**
- **Develop a system for cross-training staff to be able to provide backup on key function areas**

- Review and enhance performance management supports, goal setting and individual professional development plans
- Offer trainings to staff throughout the year on key organizational topics (e.g., management and supervision, giving and receiving feedback, team effectiveness)

STRATEGY C: Develop approaches to learn from our work and reflect on our progress

Proposed Tactics and Suggested Activities:

- **Reflect on bi-annual grantee reports and discuss the implications of findings with Grants Committee and Trustees, periodically**
- **Evaluate and enhance the management dashboard**
- Develop approaches to garner feedback from fund holders and agency leadership on a regular basis and ensure findings are synthesized for implications for the work of the Foundation (create ongoing feedback loops)

STRATEGY D: Strengthen financial management systems and supports

Proposed Tactics and Suggested Activities:

- **Develop key result areas for financial health, with agreement of Board of Trustees for key targets**
- **Develop succession planning approach for financial function leadership**
 - Continue cross-training key staff to ensure back-up support
 - Document/update key process documents, prior to implementation of new system

GOAL 4: EVOLVE OUR BOARD OF TRUSTEES

Our Board of Trustees will actively strengthen the activities of the Foundation by fine-tuning its processes, providing strategic direction, and acting as ambassadors to support the philanthropic work of the Foundation.

STRATEGY A: Enhance Board functioning, engagement and involvement

Proposed Tactics and Suggested Activities:

- **Develop annual goals for the Board of Trustees as a whole, linked to the strategic plan**
(examples could include goals related to Trustee engagement and education, committee participation, monitoring of strategic plan implementation)
- **Review key governance documents which support Board functioning and ensure currency and application** *(role descriptions, expectations, Board policies)*
- **Strengthen committee functioning through review of committee charters, leadership, and membership**
 - Develop training for committee/on-boarding chairs to discuss best practice approaches for committee meetings/experiences
- **Support Trustees in selecting approaches to increase their individual engagement and contribution to the Board**
- Review Board meeting agendas and ensure opportunities for staff reports, more open dialogue on important topics and critical issues, and learning opportunities
- Conduct Trustee exit interviews

STRATEGY B: Fine-Tune Trustee recruitment and succession

Proposed Tactics and Suggested Activities:

- **Develop revised skills and experience matrix for current Trustees and identify gaps/priorities for recruitment, aligned with strategic plan aspirations**
 - Encourage Board members to continue to engage qualified people to replace them
 - Utilize committees as methods to introduce Board service to potential Trustee candidates
- **Review Trustee recruitment processes**
 - **Strengthen approaches to Board leadership succession planning efforts, seek ways to capture institutional and community knowledge**

MONITORING OUR PROGRESS

The Strategic Plan is a living document that is a road map by which the CEO and Board of Trustees should be held accountable. The plan should be utilized to create annual goals for the CEO/organization and for the Board of Trustees. Progress against annual goals can be monitored by ensuring regular updates on plan progress at Board of Trustees meetings and consistent reporting on desired key results, as noted below.

In addition, a detailed implementation plan will be used to track progress against the selected strategies and tactics for the first year and then updated accordingly for each successive year.

KEY RESULTS

The implementation of the Strategic Plan is envisioned to enact a set of measurable key results. For each goal, the table below outlines proposed key areas of measurement. It is envisioned that a dashboard of key results would be created to track progress and be reported to the Board of Trustees periodically throughout implementation.

Goal	Proposed Key Areas of Measurement <i>(with example metrics)</i>
Goal 1: Increase Our Impact	<ul style="list-style-type: none"> • Key selected stewardship metrics (process indicators) <ul style="list-style-type: none"> ○ Referrals (Board, nonprofits, others) ○ Visits, meetings, touchpoints • Engage at least 20 professional advisors, attorneys, and accountants through one-on-one meetings and learning opportunities; ensure methods in place to track referrals from this group • Number of giving circle members • Number and value of capacity building and engagement program grants made (organizations, synagogues) • Number and value of donations released from donor advised funds for specific organizational needs (community wish list, staff referral) • Results of stewardship efforts <ul style="list-style-type: none"> ○ Number and value of new endowment funds ○ Number and value of new custodial funds ○ New Donors >\$5000 ○ Number of Gifts > \$5000 ○ Bequests – As a of total donations % ○ Bequests - # of Legal Transfer Gifts ○ Bequests – Values of Bequests ○ Legacy Commitments - # of commitments

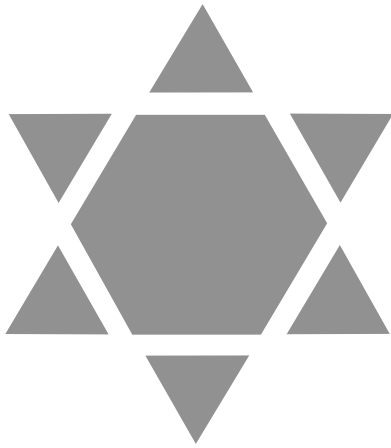
Goal	Proposed Key Areas of Measurement <i>(with example metrics)</i>
Goal 2: Utilizing Marketing	<ul style="list-style-type: none"> • Social media including Page Likes, Post Engagement • Email marketing including Average Open Rate • Media placements (earned, owned and paid) • Results achieved through marketing campaigns
Goal 3: Evolve Our Infrastructure	<ul style="list-style-type: none"> • Systems evolution metrics as determined • Number of staff trainings offered and attended (internal and external) • Staff climate survey results (conducted half-way through the plan cycle) • Selected key financial results
Goal 4: Evolve Our Board of Trustees	<ul style="list-style-type: none"> • Engagement (whole and committee level) • Progress on goals (based on self-assessment and annual goals) • Recruitment and on-boarding



**JEWISH
COMMUNITY
FOUNDATION**
OF GREATER HARTFORD

MANIFESTING OUR IDENTITY

In developing the new identity for the Jewish Community Foundation of Greater Hartford, we intentionally used 6 components to reference connectivity, preparation, the six directions, and most importantly, completion.

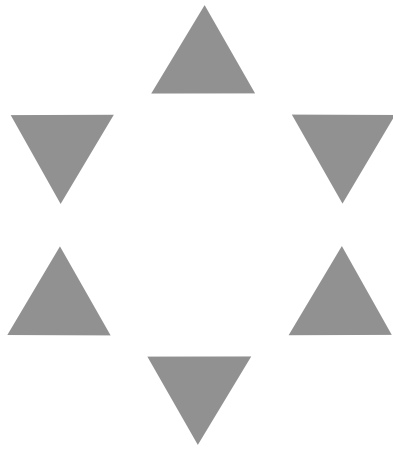


1. SHIELD OF DAVID

This symbol runs deeply throughout Jewish history and culture. In contemporary uses, while on the flag of Israel, it also stands as a gift to the world of the enduring qualities of an identity grounded in strong values. The Shield of David, *Magen David*, is a symbol of intentionality, wisdom, and insight. In the context of our identity, it holds a significant place at the nexus of our logo.

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2. THE WORK AT THE CENTER

At the center of our logo is an open space representing the work ahead of us—the completion of community, and the humility with which we recognize our work must be done. In the center, is the vessel that we will fill.

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3. MOSAIC

We are using the symbol of the mosaic as a reflection on ancient law—a reference to governance and the code of virtues by which we live. It's a guide to enlightenment, justice, and how we come together harmoniously. The 12 tiles of the mosaic represent the 12 tribes of Israel and through that reference, it represents the various components of the modern Jewish community. We are of different generations and approaches to practice. We may have differing priorities and approaches to problem-solving and we don't all experience community the same way. But we fit together. And though our individuality is something to celebrate, so is the acknowledgment that there is more that holds us together than separates us. We are stronger together.

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4. FORWARD MOTION

The Shield of David and the Mosaic are interconnected in our identity as their symbolic meanings overlap and are intertwined. The fourth part of our identity is the orientation of these symbols. We have taken the liberty to shift from the vertical orientation, to embolden the symbols with a forward lean. Our mark is reverent of our rich history, while moving intentionally into the future of our culture and community.

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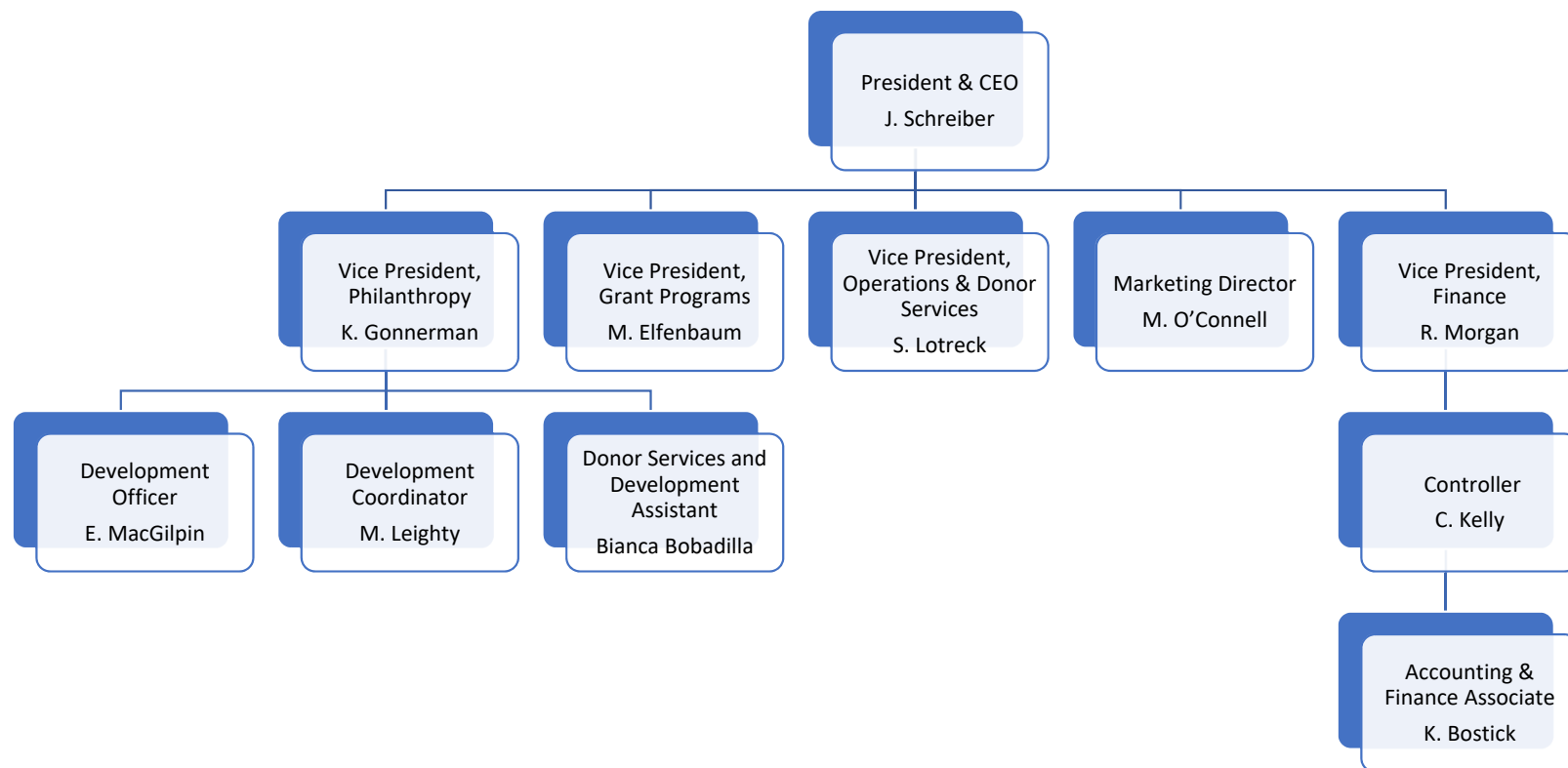


5. COLOR

Our colors are rooted in the history of our organization with a variant of green at the center. We adjusted the green as a nod to the basic color found in the turquoise hue when mixed with the blue-purple color of our identity. These are the rich *Tekhelet* colors—steeped in tradition and meaning, while maintaining a vibrant modern personality. Our colors symbolize how we hold on to our history and bring it forward in a renewed, purposeful way.



Organizational Chart





Staff Contact List



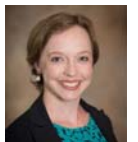
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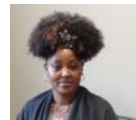
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Madison Leighty- Development Coordinator
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JEWISH COMMUNITY FOUNDATION

OF GREATER HARTFORD

CELEBRATING 50 YEARS: 1972-2022

Funds at a Glance Choosing the Right Fit For You



	COMMUNITY ACTION FUND	DESIGNATED ENDOWMENT FUND	DONOR ADVISED FUND	SCHOLARSHIP ENDOWMENT FUND
IDEAL FOR	All who want to ensure the future of Greater Hartford's Jewish community	Families, legacy givers and anyone who loves a particular cause or organization	Individuals and families desiring maximum giving flexibility	Individuals and organizations wanting to support students
GRANTMAKING	Grants fund priorities and pressing needs in the community as they evolve over time	Grants go to your favorite cause(s) or organization(s), every year, forever	You recommend grants, and can choose the amounts and beneficiaries on your timetable	Grants go to students for college and Israel programs, based on your specifications
BENEFITS	No matter how the community changes and grows, your fund will always support the most urgent needs	Support your favorite organizations forever, to ensure their sustainability and success	Flexible giving, tax benefits*, family philanthropy counsel, and administrative services	Support our future leaders and pass down your family legacy
MINIMUM TO OPEN	\$5,000	\$5,000	\$10,000	\$25,000

For more information, please contact Kathryn Gonnerman, VP of Philanthropy, at 413-475-0415 or kgonnerman@jcfhartford.org.

*This information should not be construed as legal, tax, or financial advice.

COMMUNITY GRANTS PROGRAM GUIDELINES

The Jewish Community Foundation's Community Grants Program aims at improving the health 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. In awarding grants, the Foundation seeks to support projects that provide benefits that are likely to endure beyond the period of Foundation funding.

The Jewish Community Foundation is most interested in considering grant requests from organizations located in the Greater Hartford area and local projects that have Jewish content. The Foundation will consider grants to charitable organizations not serving exclusively Jewish needs when appropriate to alleviate extraordinary community problems or to address public issues of special concern to the Jewish community.

Foundation grants are made only to organizations that are described in Section 501(c)(3) of the Internal Revenue Code and have been classified as public charities.

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

PURPOSES FOR WHICH FUNDS ARE GRANTED

At this time, only the Jewish Federation of Greater Hartford and its beneficiary agencies are eligible to apply for Community Grants unless prior approval from the Foundation is received.

Community Grants may be made for:

- 1) **New Initiatives** - Based upon established strategic priorities, the Foundation will from time to time circulate a Request for Proposals (RFP) to create or initiate programs that will have a transformative and positive effect on the Greater Hartford Jewish Community. Collaboration is strongly encouraged.
- 2) **Seed Funding** - The Foundation may provide funds to start, establish or initiate a new program or pilot project that is innovative in purpose and does not commit the Jewish Community Foundation to sustaining support. Seed Funding grants are renewable up to a total of three years (typically up to \$50,000 in total).

The new program must be one that adapts to demographic shifts or addresses evolving constituent needs, changing strategic goals or other external circumstances and fits with the community's funding priorities.

- 3) **Capacity Building** - Support to strengthen the governance, operations and finances of an organization. These may include grants for the use of consultant services directed towards activities such as strategic planning, board-staff relations, fund development planning, financial planning, marketing, public relations/communication planning, corporate planning, technology planning or organizational needs assessment (typically \$10,000 - \$30,000).

Capacity Building grants are available in first priority to the Jewish Federation of Greater Hartford and Federation beneficiary agencies that do not otherwise qualify for grants for technical assistance, financial management assistance, organizational assessments, or automation support through Hartford Foundation for Public Giving programs.

Other grant programs:

- 1) **One-time event/program** – These programs should have strong Jewish content, foster collaboration among organizations, encourage public participation of a wide-ranging constituency and/or have strategic value to the grantee organization (typically up to \$10,000).
- 2) **Community Building Grants** – Greater Hartford area synagogues are eligible for one grant of up to \$2,000 per institution per fiscal year. Grants can cover a wide range of initiatives including (but not limited to) educational initiatives, leadership development and congregational programs.

COMMUNITY GRANTS WILL NOT BE AWARDED FOR:

- Ongoing operating expenses (i.e. salaries of existing staff and overhead)
- Annual fundraising campaigns
- Endowments
- Scholarships
- Existing obligations, or to replenish other sources used to pay for such obligations
- Equipment, unless it is a peripheral cost and integral to accomplishing a project/program (*please contact the Foundation regarding Capital Equipment grants*)
- Duplication of existing programs or services

FUNDING PRINCIPLES

The Foundation will give weight to requests as follows:

- 1) Falls within one or more Foundation strategic priority areas:
 - Jewish Learning
 - Seniors and Aging
 - Capacity Building
 - Outreach

- 2) Provide substantial long-term benefit. The Foundation focuses its resources on projects that produce significant benefits that are likely to endure beyond the period of Foundation funding.
- 3) Leverage other funding. The Foundation grants requests for matching funds and for projects that leverage, or maximize, the effect of the Foundation's grant by bringing together various resources to meet project goals in new and creative ways.

CRITERIA FOR EVALUATING GRANT APPLICATIONS

The following general criteria will be used in evaluating grant applications:

- The applicant has the capacity to accomplish the proposed project and the project is clearly within its mission.
- The project is well planned and feasible.
- The project proposal has clearly defined and measurable outcomes.
- The project does not duplicate existing services within the Jewish community.
- There is sufficient existing or potential demand in the community to justify the resources designated for the project.
- For new programs and program enhancement support, the program/service adapts to demographic shifts, evolving constituent needs, changing strategic organizational goals or other external circumstances.
- The proposed project furthers Jewish values, ethics and purpose.
- There is a strong likelihood that the project will continue beyond the period of Foundation funding.
- The proposed project will have a meaningful positive impact on the Jewish community of Greater Hartford.
- The applicant has demonstrated that the proposed project addresses an identified priority need of the community.

HOW TO APPLY FOR A GRANT

STEP 1: PROPOSAL

The Foundation accepts grant proposals on a rolling basis. The Foundation's Grants Committee typically meets four to five times during the year. Application deadlines are *around* August 1, November 1, January 1, March 1 and May 1 (please contact the Foundation for exact due dates). A typical grant cycle will take 3-6 months to complete.

Only one (1) proposal per organization will be accepted during any given grants cycle.

To apply for a Community Grant, an organization must contact Foundation staff to ensure the proposed project or program falls within established guidelines, regardless of the

amount requested. Foundation staff will work with you determine if a full grant application is appropriate.

STEP 2: GRANT APPLICATION SUBMISSION (BY INVITATION ONLY)

We accept applications only from organizations that are invited to apply. Organizations invited to submit full grant applications will be given the application for completion.

STEP 3: REVIEW AND EVALUATION OF FULL GRANT APPLICATIONS

The Grants Committee will review and evaluate completed grant applications and forward its recommendations to the Board of Trustees. We may conduct site visits and/or invite the organization's staff and lay leadership to meet with the Committee to better understand the proposed effort.

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.

For more information, please contact the Foundation, 860-523-7460 or grants@jcfhartford.org.

Capacity Building Grants Guidelines

Background

In addition to educational opportunities, the Jewish Community Foundation and the Center for Innovative Philanthropy offer capacity building grants to help our nonprofit partners strengthen their management and leadership so they can serve the community more effectively. Capacity building is the practice of investing in an organization's infrastructure to increase its *ability* to achieve its mission, creating more resiliency and long-term sustainability for the organization.

Organizations generally use such grants to engage experts (coaches, consultants, etc.) to help board and staff accomplish work that requires time, energy, expertise, and innovative thinking beyond everyday operations.

The Foundation's capacity building grants help organizations:

- Strengthen executive and board leadership
- Engage in organizational planning and impact assessment
- Improve financial management and operational efficiency

These grants have proven especially beneficial to groups experiencing significant organizational transitions such as major shifts in funding sources, the departure of a founder or CEO, or rapid growth.

Other areas of critical need for capacity building may be considered on a situational basis.

Capacity Building grants typically range from \$10,000-\$30,000 but will be reviewed on an individual basis.

Eligibility

Funding for capacity building grants is limited, and not every request can be funded. If you are considering a number of different ideas, we are happy to discuss them all and help you to determine what would be the best fit. A general rule of thumb, however, is to submit a grant for your highest priority project that will help your organization to overcome a significant obstacle and position itself for better performance and impact.

Think of a capacity building grant as a springboard to a new level of efficiency or impact. A key to successful grant applications is the ability to communicate the change you expect to see as a result of execution of your capacity building project.

In addition, an organizational assessment conducted by an expert and funded by the Foundation may help to further identify priorities and how to begin to address a key capacity of the organization.

The Foundation will consider capacity building proposals that demonstrate:

- Board and staff consensus that capacity building support is needed, and that the proposal being put forth is a priority for the organization
- Board and staff commitment to investing the time and human resources needed to execute the project, embed the learning, and act to implement over a long term. (In many cases, the new capacity requires continued investment beyond the specific term of the grant, as when a strategic plan requires constant review, assessment and adjustments to plans and implementation.)
- Clear definition of the specific ways in which the organization will be stronger and more sustainable as a result of the grant
- Evidence that the grant will contribute to long-term organizational effectiveness rather than serving as a short-term band-aid solution
- Capacity and willingness of the organization to implement recommendations that result from this assistance

It is probably not appropriate to apply for a capacity building grant if:

- Your need is not within one of the three priority issue areas of executive and board leadership, planning and assessment, or financial management and operational effectiveness
- Board and staff do not agree that outside management assistance is needed
- Your real need is the addition of a permanent staff position to resolve a management problem or need
- Your organization is in crisis and needs emergency operating funds
- You are seeking support for a fundraising campaign
- You are seeking support for ongoing general operations, including development, communications and marketing support
- Your request is for a conference or special event
- You need an audit and have not budgeted for it (an audit is an ongoing operational expense and therefore not part of the capacity building program)

Note: The reasons noted above apply to capacity building grants only. In some cases, the Foundation may award grants for purposes noted above as part of other grantmaking functions of the Foundation.

Funding

In general, the Foundation's philosophy for effective grantmaking includes the belief that the most effective grants involve the grantee having a financial stake in the proposed project. The following is a general outline of when funding other than from the Foundation is required and when, in certain circumstances, the Foundation will consider full funding.

Funding from other sources required:

- Marketing and Development
- Governance and Board Development
- Financial controls, operations and/or sustainability

Fully funded by the Foundation (considered on a case by case basis)

- Major strategic planning in cases where the grantee has never developed a strategic plan and/or the grantee's operating budget is such that it cannot assume all or part this expenditure. The same criteria hold in cases where the grantee has not created or updated a strategic plan in a significant amount of time.
- Major Transitional change and the grantee's operating budget is such that it cannot assume all or part of this expenditure.

We recommend that you contact the Foundation for clarification on whether your proposed Capacity Building grant would be considered for partial or full funding.

Synagogue Grants Program Guidelines

Background:

The Jewish Community Foundation has always appreciated the importance of synagogues to Jewish communal life. After the completion of the JMAP study in 2014, it became even more evident that community members view synagogues as key central institutions that are vital to the strength and future of our Jewish community.

In an effort to be more accessible, the Foundation instituted its Community Synagogue Grant program in 2015 that offers every synagogue in Greater Hartford the opportunity to apply for one strategic grant per fiscal year for up to \$2,000. For larger grants, the Foundation required synagogues to form collaborative alliances with other synagogues or agencies. However, the Board of Trustees decided recently to pilot an **additional option** that allows synagogues to apply annually for grants of up to \$10,000 to strengthen their infrastructure, programming, engagement and leadership. Beginning in July 2021, synagogues will be able to apply for *either* the regular \$2,000 “Micro Grant” (see page 4) *or* up to \$10,000 for a “Capacity Grant.” While these grants have different application requirements, neither will require collaboration with other congregations or agencies.

Capacity Grants Overview:

The Foundation is committed to helping all local Jewish organizations improve infrastructure, programming, governance, growth and financial sustainability. To help achieve this, the Foundation has invested in the Jewish Leadership Academy (JLA), which helps train and build our community’s lay leadership. We strongly encourage every synagogue to participate in this community-wide program.

Each congregation that actively participates in JLA is eligible to apply for a grant of up to \$10,000 for one of the following:

- Engagement and marketing
- Capacity Building
- Governance consultation
- New strategic programs
- Expansion of initiatives proposed through JLA
- Long-term capital cost savings (e.g., installation of high efficiency lighting or solar roof panels)
- In very limited circumstances, the addition of new staff when specific strategic outcomes can be demonstrated as a result of the proposal.

If the synagogue does not participate in JLA, its President, Rabbi or Executive Director are welcome to contact the Foundation to discuss potential grant opportunities.

SYNAGOGUE CAPACITY GRANTS WILL **NOT** BE AWARDED FOR:

- Ongoing operating expenses (i.e. salaries of existing staff and overhead)
- Annual fundraising campaigns
- Rabbi’s Discretionary Fund
- Endowments
- Scholarships or other financial stipends
- Existing obligations, or to replenish other sources used to pay for such obligations
- Capital repairs, maintenance and equipment (except as noted above)
- Duplication of existing programs or services

CRITERIA FOR EVALUATING GRANT APPLICATIONS

The following general criteria will be used in evaluating grant applications (applications are not required to meet all criteria):

- The proposed project furthers Jewish values, ethics and purpose.
- The synagogue has the capacity to accomplish the proposed project and the project is clearly within its mission.
- The project is well planned and feasible.
- The program/service adapts to demographic shifts, evolving constituent needs, long-term congregation viability, changing strategic organizational goals and/or other external circumstances.
- If the program/service will continue beyond the grant period, the synagogue reasonably demonstrates financial feasibility for sustaining the program.
- The proposed project will have a meaningful positive impact on the synagogue and/or Jewish community as a whole.

HOW TO APPLY FOR A GRANT

STEP 1: PROPOSAL

The Foundation accepts grant proposals on a regular basis. The Foundation's Grants Committee typically meets four times during the year. Application deadlines are *around* August 1, November 1, March 1 and May 1 (please contact the Foundation for exact due dates). A typical grant cycle will take 2-4 months to complete.

Only one (1) successful proposal per synagogue will be awarded annually. A renewal request of a grant may be submitted no more than one (1) time.

To apply for a grant, a synagogue must contact Foundation staff to ensure the proposed project or program falls within established guidelines. Foundation staff will work with you determine if a full grant application is appropriate.

STEP 2: GRANT APPLICATION SUBMISSION

We accept applications only from synagogues that have first spoken with Foundation staff. Synagogues invited to submit full grant applications will be given the application for completion.

STEP 3: REVIEW AND EVALUATION OF CAPACITY GRANT APPLICATIONS

The Grants Committee will review and evaluate completed grant applications and forward its recommendations to the Board of Trustees.

STEP 4: GRANT DECISIONS

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

JCF is committed to providing the most effective avenues for helping synagogues further their mission. As such, we will conduct assessments every few years and make any necessary changes to the grant program and to create strategies that will best help strengthen synagogues.

For more information, please contact the Foundation, 860-523-7460 or grants@jcfhartford.org.

Synagogue Grants Program Guidelines (micro grants)

1. Greater Hartford area synagogues may apply for up to one (1) grant of up to \$2,000 per fiscal year (July 1 – June 30). Proposals must be submitted *no later than* June 1.
2. A 1-2 page description of the request should be submitted on synagogue letterhead and signed by the current President of the congregation. It can be e-mailed to grants@jcfhartford.org.
3. General operations and ongoing programs are not eligible.
4. The program or project should be of strategic value to the congregation and/or local Jewish community.
5. Examples of eligible programs projects are:
 - a. Professional or lay development
 - b. Education program for religious school outside the normal curriculum
 - c. Outreach to the community
 - d. Scholar-in-residence
 - e. Installation of capital equipment that would result in long term cost savings (i.e. high efficiency lighting or HVAC)
 - f. Yom Kippur congregational Break Fast

For more information, contact Michael Elfenbaum at 860-727-6187 or melfenbaum@jcfhartford.org.



Community Grants Budget - Projected
July 1, 2020-June 30, 2022
(as of 6/17/2022)

	7/1/21-6/30/22 Projected Amount	Changes Year to Date	Revised Projection
Amount Available for Grants under Spending Policy¹	\$1,070,436.00	\$72,500.00	\$1,142,936.00
Plus: Over/Unexpended prior years' spendable amount		\$100,000.00	\$100,000.00
Plus: Grant cancellations			\$0.00
Total Amount Available for Grants in FYE 6/30/2022	\$1,070,436.00	\$172,500.00	\$1,242,936.00
"Contractual" Funding Obligations			
Less: Jewish Family Services ² CSB reserve Fund	(\$10,928.48)		(\$10,928.48)
Less: Jewish Historical Society ³ CSB reserve Fund	(\$1,687.25)		(\$1,687.25)
Less: Grants to Federation from Board-restricted funds benefiting the Foundation and the Federation	(\$5,037.40)	\$0.00	(\$5,037.40)
Less: Grants to Federation for its discretionary use	(\$148,878.00)	\$0.00	(\$148,878.00)
Less: DAF Anniversary Fund grants		(\$180.00)	(\$180.00)
Board Discretionary Grants			
Less: Jewish Community Foundation Operating Support FYE 6/30/2022	(\$185,000.00)	\$50,000.00	(\$135,000.00)
Less: Jewish Federation Ukraine emergency relief		(\$50,000.00)	(\$50,000.00)
Above the Line Grants Awarded in FYE 6/30/2022	(\$351,531.13)	(\$180.00)	(\$351,711.13)
"Competitive" Grants			
Less: JT Connect Program Associate ⁴	(\$35,000.00)		(\$35,000.00)
Less: Jewish Federation of Greater Hartford Wexner Heritage Program ⁵	(\$11,666.00)		(\$11,666.00)
Less: Mikveh Bess Israel Building Toward the Future ⁶	(\$25,000.00)		(\$25,000.00)
Less: Jewish Federation of Greater Hartford Destination Hartford		(\$47,625.00)	(\$47,625.00)
Less: Jewish Family Services Clinical Services Evaluation		(\$30,146.00)	(\$30,146.00)
Less: UConn Hillel Campus Marketing and Development		(\$20,000.00)	(\$20,000.00)
Less: Mandell JCC Yom Ha'atzmaut Concert		(\$5,000.00)	39(\$5,000.00)

Competitive Grants Awarded in FYE 6/30/2022	(\$71,666.00)	(\$102,771.00)	(\$174,437.00)
"Synagogue Community Building Grants"			
Less: Cong. Beth Israel Celebrate CBI		(\$2,000.00)	(\$2,000.00)
Less: Emanuel Synagogue Inclusion of Families from Other Cultures and Faith		(\$10,000.00)	(\$10,000.00)
Less: Beth El Temple The Hybrid Synagogue		(\$10,000.00)	(\$10,000.00)
Less: Temple Beth Torah capital improvements		(\$2,000.00)	(\$2,000.00)
Less: Temple Sinai Website development		(\$10,000.00)	(\$10,000.00)
Less: Temple Beth Hillel Tot Shabbat Exapnsion		(\$2,000.00)	(\$2,000.00)
Less: Young Israel Website development		(\$2,000.00)	(\$2,000.00)
Less: Kol Haverim Website development		(\$5,275.00)	(\$5,275.00)
Less: Beth David Strategic Planning		(\$10,000.00)	(\$10,000.00)
Less: FVJC - Emek Shalom Religious School Curriculum		(\$10,000.00)	(\$10,000.00)
Synagogue Grants Awarded in FYE 6/30/22	\$0.00	(\$63,275.00)	(\$63,275.00)
Life and Legacy Incentive Grants			
Less: Charter Oak Cultural Center		(\$8,500.00)	(\$8,500.00)
Less: Cong Beth Israel		(\$8,500.00)	(\$8,500.00)
Less: Solomon Schechter Day School		(\$8,500.00)	(\$8,500.00)
Less: Cong Kol Haverim		(\$6,000.00)	(\$6,000.00)
Less: FVJC-Emek Shalom		(\$6,000.00)	(\$6,000.00)
Less: Jewish Family Services		(\$6,000.00)	(\$6,000.00)
Less: Jewish Federation of Greater Hartford		(\$6,000.00)	(\$6,000.00)
Less: Mandell JCC		(\$6,000.00)	(\$6,000.00)
Less: Temple Beth Hillel		(\$6,000.00)	(\$6,000.00)
Less: Voices of Hope		(\$6,000.00)	(\$6,000.00)
Less: Emanuel Synagogue		(\$5,000.00)	(\$5,000.00)
Life and Legacy Incentive Grants Awarded in FYE 6/30/22	\$0.00	(\$72,500.00)	(\$72,500.00)
Total Community Grants Awarded in FYE 6/30/2022	(\$423,197.13)	(\$175,451.00)	(\$661,923.13)
Grant Spending Amount available in FYE 6/30/2022	(\$423,197.13)	(\$147,951.00)	\$581,012.87

Grants Reserve	\$233,900.00		\$233,900.00
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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, 2021, adjusted to take into account the minimum and maximum spending limitations under the Foundation's spending policy.

² Per an agreement with JFGH, JCF will contribute \$10,928.48 annually to the CSB reserve fund on behalf of JFS FY2021-2026

³ Per an agreement with JFGH, JCF will contribute \$1,687.25 annually to the CSB reserve fund on behalf of JHS FY2021-2026

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

⁵ The total grant to the Jewish Federation is \$35,000 over 3 years (FY20-\$11,667, FY21-\$11,667 and FY22-\$11,666)

⁶ The total grant to the Mikveh is \$75,000 over 3 years (FY21-\$35,000, FY22-25,000 and FY23-\$15,000)

S:\Excel\FY2021\Community Grants Budget FY2022



Scholarship Program Guidelines

The Jewish Community Foundation offers two scholarship programs: College Scholarships and the Israel Experience for high school students. Each scholarship has its own set of guidelines.

College Scholarships

The Jewish Community Foundation is pleased to administer college scholarships made possible by generous donors who establish scholarship funds here. Donors define their scholarships differently, but they all share a similar goal: to encourage students to pursue their dreams by pursuing education at an institution of higher learning.

The Foundation offers need-based financial assistance to Jewish students for college and graduate school education, including tuition, fees, room and board.

Eligibility

All applicants must meet the following criteria:

- Applicants must be Jewish (*exceptions noted below);
- Be accepted or currently enrolled at an accredited institution of higher learning in the United States;
- Be a current resident of the Greater Hartford area;
- Be a citizen of the United States;
- In most cases, demonstrate financial need.

Specific funds may include unique criteria such as academic interest or community service experience. We will review your general application with these unique criteria in mind and work to match your needs with the right scholarship funds for you.

*At least one parent is Jewish and applicant identifies as being Jewish or applicant has gone through a formal conversion to Judaism. The Anne E. Wall Scholarship is open to residents of Bloomfield, CT with demonstrated financial need. The June Miller Rosenblatt Scholarship is open to residents of Greater Hartford with demonstrated financial need who are pursuing a major that will lead to a career in education.

Application

Complete only one application to apply for all of our scholarships, and submit your completed application plus all applicable attachments by mail to:

Jewish Community Foundation of Greater Hartford
College Scholarship Program
333 Bloomfield Ave, Suite D
West Hartford, CT 06117

Incomplete applications may not be considered. Recipients of past scholarships are encouraged to apply for, but not guaranteed, future financial assistance.

Confidentiality

All scholarship awards are confidential and a recipient's name would become known only with his or her express permission.

Awards

Awards normally range from \$1,000 to \$3,000.

Deadline and Notification

Scholarship applications for the upcoming academic year must be postmarked no later than April 15th.

The Scholarship Committee meets to review the applications on an anonymous basis, and considers each application for the funds for which the applicant is eligible.

Notification of awards or denial of scholarships is typically in June.

Expectations of Recipients

Recipients of Jewish Community Foundation scholarships, except for reasons of health or other emergency, are expected to complete the year of study for which the scholarship is awarded. Failure to fulfill this commitment will require a refund of the amount expended on the student's behalf. We ask that recipients send acknowledgment letters to the donors who made the scholarship(s) possible.

Israel Experience

The Jewish Community Foundation encourages Jewish high school students to explore and develop their Jewish identity through an immersive Israel travel experience. To assist students and their families, the Foundation is offering a limited number of scholarships worth up to \$6,000 per student for programs in Israel lasting from 4 weeks to one semester.

Eligibility

- Jewish high school students currently in grades 9, 10, and 11 (2019/2020 school year) and who are residents of the Greater Hartford area are eligible to apply.
- Students who have not previously traveled to Israel and demonstrate a financial need receive first priority for scholarships. Rising seniors will have the priority over all applicants in this group. If additional scholarships remain available, students who have previously traveled to Israel and/or do not demonstrate financial need will be considered.

Applications for the current program must be received by **December 30, 2020**, and submitted via mail to the following:

Jewish Community Foundation of Greater Hartford
Attn: Israel Experience Program
333 Bloomfield Ave, Suite D
West Hartford, CT 06117



Investment Policy and Guidelines

Approved June 20, 2019

Introduction

The Jewish Community Foundation invests the charitable assets it holds to provide support for the community's current needs and to preserve charitable resources for use by future generations. It seeks to achieve these dual objectives through prudent investment and a sound spending policy. The Foundation employs a total return investment approach for its investments in order to achieve its long-term financial objectives balanced with its short-term liquidity needs.

The Foundation's spending policy determines the amount that will be available each year for grant making and for the support of the Foundation's operating budget. The current total spending rate is 5%, subject to a floor of 4% and ceiling of 5.5% of a fund's average fair market value over the preceding 20 quarters. The combination of these two strategies is intended to balance the desire to use current funds for grant making with the need to provide a growing level of distributions in the future.

The overall financial objectives of the Jewish Community Foundation are to:

- Preserve the purchasing power of the Foundation's pooled investment portfolio over time through asset growth in excess of the spending policy plus the rate of inflation.
- Produce a stable and predictable flow of revenue for grant making and custodial distributions.
- Invest assets in order to maximize the long-term return while assuming a reasonable level of risk.

In making investment decisions, the Investment Committee will be guided by the standards of conduct for prudent investing set forth in Section 45a-553b of the Connecticut General Statutes (the "Uniform Prudent Management of Institutional Funds Act"), as amended from time to time. Among the factors, if relevant, to be considered in managing and investing charitable funds are: (1) general economic conditions; (2) the possible effects of inflation or deflation; (3) the expected tax consequences, if any, of investment decisions or strategies; (4) the role each investment plays within the overall portfolio; (5) the expected total return from income and appreciation; (5) other resources of the Foundation; and (6) the needs of the Foundation and the funds it manages to make distributions and preserve capital. All investment decisions will be made in relation to the overall resources of the Foundation and its charitable purposes.

Investment Values and Philosophy

The Foundation's guiding values are central Jewish values of tikkun olam (repairing the world), chesed (loving kindness), tzedakah (justice), and achrayut (communal responsibility). The Foundation's investment decisions should be made with these values in mind. When prudent and in keeping with the overall fiduciary responsibility of the Foundation, investments could include but are not limited to investments that provide support for basic human, social and economic needs; support of Jewish education, connection to Jewish identity and Jewish continuity; strengthening Israel; opposing BDS or other anti-Israel activities; developing the Greater Hartford economy; or furthering the missions of one or more Jewish institutions in Greater Hartford. The following principles will guide the Foundation's pooled investment strategies:

- Establish a target asset mix that is expected to achieve the Foundation's long-term financial objectives. The Foundation's current strategic asset allocation is outlined in Appendix A.
- Assure broad diversification among asset types, managers and individual investments.
- Avoid changes to the target asset mix related to short term forecasts or market timing.
- The Committee may, in its discretion, make investments in asset classes that are not expressly identified in this investment policy, but which are deemed to fit the Foundation's overall financial objectives. Any such investments and adjustments to the portfolio shall be fully documented by the investment consultant and promptly disclosed to the Board of Trustees.

With respect to non-pooled investments, which may include planned gift assets, the Foundation will seek to achieve a total return consistent with the donor's charitable objectives, the duty to give due regard to the interests of both the income and remainder beneficiaries and Connecticut's prudent investor rules. The Foundation has outsourced 95% of its charitable gift annuity contracts to MetLife. All charitable remainder trust contracts remain on the books of the Foundation.

3. Investment Responsibilities

a. Investment Committee

The Investment Committee has responsibility for overseeing the investment of the Foundation's assets with the goal of achieving the Foundation's long-term financial objectives. The Committee is responsible for:

- 1) Recommending the portfolio's asset allocation and rebalancing strategies to the Board of Trustees.
- 2) Reporting on the portfolio to the Board of Trustees on a quarterly basis.
- 3) Monitoring portfolio asset mix and managers' performance on a quarterly basis.

- 4) Selecting/Removing investment managers and monitoring investment performance in view of the Foundation's overall investment strategy, philosophy, and objectives.
- 5) Recommending investment consultants and custodians to the Board of Trustees.
- 6) Evaluating the performance of the investment consultant on an annual basis.
- 7) Reviewing this policy, no less frequently than annually, and recommending changes to the Board of Trustees as may be necessary or desirable.

b. Investment Consultant

The investment consultant is responsible for:

- 1) Assisting the Investment Committee in carrying out its responsibilities.
- 2) Attending Investment Committee meetings.
- 3) Assisting in the development and implementation of investment objectives, policies and guidelines.
- 4) Preparing investment reports, for the Committee's review, that contain information necessary for the Committee to exercise its investment responsibilities.
- 5) Providing monthly asset allocation and investment performance summary reports to Foundation staff on a timely basis.
- 6) Monitoring each investment manager's key personnel and investment style on an ongoing basis and reporting all significant changes to the Foundation.
- 7) Recommending additions, eliminations, or changes in investment managers.
- 8) Providing such documentation that may be reasonably requested by the Investment Committee and that sets forth the selection and retention criteria for each investment manager/investment vehicle engaged by the Foundation.
- 9) Monitoring portfolio exposures versus asset allocation targets, and recommending re-balancing strategies to the Investment Committee as needed.
- 10) Monitoring investments of managers on a quarterly basis for compliance with the manager's stated strategy.
- 11) Assisting the Foundation in communicating investment strategy and performance to various constituencies.

4. Performance Objectives

The long-term performance objective for the Foundation's pooled investment portfolio is to earn a rate of return that is at least equal to the rate of inflation plus the spending rate (the Consumer Price Index plus 5%).

The performance of individual managers will be evaluated against appropriate benchmarks. For the portfolio as a whole, the performance benchmark will consist of a suitable index for each asset class used, weighted according to the Foundation's strategic asset allocation targets listed in Appendix A.

Appendix C defines the current total portfolio benchmark. Overall performance will also be compared with appropriate universes of endowments/foundations.

It is anticipated that the comparison with relevant benchmarks may not be favorable in every quarter or year; however, it is expected that the comparison will be favorable over a market cycle.

5. Investment Performance Review

The Investment Committee will review the performance of the pooled investment portfolio at each quarterly meeting. These reviews will include:

- Review of the portfolio's overall asset allocation to assure adherence to these guidelines.
- Review of the quarterly investment reports prepared by the investment consultant that show asset values, detail investment performance by managers against predetermined benchmarks, comment on relative performance within asset classes and changes in investment managers, investment philosophy strategy, ownership, management and key personnel, and contain other relevant commentary.
- Review of performance against benchmarks.

Appendix A

Strategic Asset Allocation

All figures listed here refer to an asset class's percentage of the total pooled investment portfolio. The minimum and maximum weights listed here represent the acceptable allocation ranges for each asset class. Actual asset allocation will be compared to these ranges on a monthly basis. In the event that the allocation to a particular asset class falls outside of acceptable range, the portfolio will be rebalanced so that all asset classes are within their permitted allocations.

Assets committed to alternative investments but not yet drawn down may be temporarily allocated to other asset classes at the discretion of the Investment Committee. This may cause actual allocations within an asset class to exceed target percentages.

Asset Class	Target	Minimum	Maximum
U.S. Large Cap Equity	15.0%	12.0%	18.0%
U.S. Mid Cap Equity	8.0%	4.0%	10.0%
U.S. Small Cap Equity	8.0%	4.0%	10.0%
Non-U.S. Developed	19.0%	16.0%	22.0%
Non-U.S. Emerging Equity	5.0%	2.0%	8.0%
Special Opportunities	10.0%	6.0%	18.0%
Total Equity	65%		
U.S. Aggregate Bonds	10.0%	7.0%	13.0%
Treasury Inflation Protected Securities	3.0%	0.0%	5.0%
U.S. High Yield Bonds	3.0%	1.0%	5.0%
Global Fixed Income	4.0%	1.0%	7.0%
Total Fixed Income	20%		
Cash/ Cash Equivalents	2.0%	0.0%	5.0%
Total Cash	2%		
Private Assets	8.0%	3.0%	13.0%
Real Assets	5.0%	2.0%	8.0%
Total Alternatives	13%		

Appendix B

Asset Class Definitions/Guidelines

The sections below outline the Foundation's investment parameters and restrictions for each asset class. Many of the current investments are through commingled vehicles and are therefore subject to the guidelines and restrictions put forth in their offering documents/prospectus rather than those specified below. In general, the Foundation seeks to invest with managers whose portfolios comply with the policies below, although specific vehicles may be managed with very different investment parameters and restrictions. The Foundation utilizes these vehicles both due to the specific risk/return parameters of a particular fund along with the manner in which such strategies are able to improve total portfolio diversification.

Domestic Equity

- The domestic equity portfolio will be diversified according to economic sector, industry, number of holdings and other investment characteristics. However, it is recognized that any actively managed portfolio will not be as diversified as the market.
- No more than 7% at cost or 15% at market of a Manager's portfolio may be held in the securities of a single issuer.
- Managers are expected to maintain fully invested portfolios. Thus, cash holdings should generally be less than 3% of the value of the portfolio.

International/Emerging Markets Equity

The following definitions may be used to distinguish between developed and emerging international securities.

International Developed Equity: Listed equity securities traded on developed non-U.S. markets. Developed markets are defined as those included in Morgan Stanley's EAFE index, plus Canada.

Emerging Markets Equity: Listed equity securities traded on emerging non-U.S. markets. Emerging markets are defined as any market that is not included in Morgan Stanley's EAFE index, plus Canada.

All restrictions listed above for Domestic Equity also apply to International/Emerging Markets Equity with the following additions and modifications.

- Managers must hold securities in a minimum of three countries at all times.

Fixed-Income (Investment Grade/TIPS/High Yield)

The following definitions should be used to define the various fixed income segments that the Foundation includes in its portfolio:

US Aggregate Bonds consist primarily of investment grade, US Dollar denominated government, corporate, mortgage and asset backed securities

Treasury Inflation Protected Securities ("TIPS") are US Government issued inflation-linked securities

US High Yield Bonds are primarily US Dollar denominated corporate bonds or bank loans which carry a below investment grade rating from at least one major ratings agency.

Global Bonds consist primarily of investment grade government and corporate bonds issued both within and outside of the United States. Securities issued outside of the United States are frequently denominated in currencies other than the US Dollar.

2) Managers (including the Foundation) are permitted to invest in the following classes of fixed income securities:

- a) Bonds or notes issued by the U.S. government or a U.S. government agency;
- b) Mortgage-backed securities;
- c) Corporate bonds issued in the U.S. and denominated in U.S. dollars.
- d) Asset-backed securities;
- e) Senior secured loans issued and denominated in U.S. dollars;
- f) State of Israel bonds (which may be unrated) up to an aggregate amount not to exceed 5% of the Foundation's pooled fixed-income portfolio.

3) Investment grade bond /TIPS managers are expected to maintain a weighted average credit quality rating for their portfolio that does not fall below AA- as established by a nationally recognized credit rating agency.

4) High yield bond managers are expected to maintain a weighted average credit quality rating for their portfolios that does not fall below B as established by a nationally recognized credit rating agency.

5) No more than 5% at market of a manager's portfolio may be held in the securities of a single corporate issuer. This restriction does not apply to securities issued by the U.S. government or a U.S. government agency.

Global Fixed Income

All restrictions listed above for Fixed Income apply to Global Fixed Income with the following additions.

- 1) Managers must hold securities across a broadly diversified group of countries.
- 2) Managers may hedge currency exposure although it is expected that the portfolio will frequently be un-hedged.

Cash & Cash Equivalents

- 1) Cash or cash equivalent securities may constitute a planned component of the investment portfolio, in the discretion of the Investment Committee.

- 2) Short-term securities are defined as securities having a maturity of one year or less at the time they are acquired and may include, but are not limited to, short-term money market investments, Treasury bills, commercial paper rated A-1 or P-1 or higher and bank certificates of deposit for banks rated AA or better by a nationally recognized credit rating agency.

Special Opportunities

In order to enhance portfolio results, the Foundation may elect to invest in strategies with equity return profiles that involve portfolio concentration by security, country or sector. These strategies may also utilize short selling and long lockups to ensure the stability of the manager's capital base.

Including such approaches is based on the expectation that they will generate high returns, net of fees and will enhance total portfolio diversification due to the less diversified nature of each individual approach.

Private Equity (Buyouts/Venture Capital)

Private Equity is included in the portfolio to increase returns and enhance diversification compared to public equity markets, as these investments are generally not correlated with other Foundation Investments. This is in part due to the expanded opportunity set available by considering private assets. At the same time, it is also due to nature of private assets in terms of ongoing valuation.

The Foundation recognizes that diversification by time and sector is very important. Therefore, the Foundation intends to primarily allocate assets to well-diversified fund of funds managers.

Real Assets

Commodity strategies are included in the portfolio to enhance diversification and lower total portfolio volatility as these investments are generally not highly correlated with other Foundation investments. The Foundation's investments will be liquid and invested via commingled vehicles so specific restrictions cannot be enforced other than to note that the Foundation will not permit the use of leverage.

Appendix C

Total Portfolio Benchmark

The Foundation's total portfolio benchmark is based on its strategic asset allocation using suitable market indices to represent each asset class. This custom index is calculated on a monthly basis using the weights listed below.

Asset Class	Weight	Market Index
US Large Cap Equity	15.0%	S&P 500
US Mid Cap Equity	8.0%	Russell Mid Cap
US Small Cap Equity	8.0%	Russell 2000
Non-U.S. Developed Equity	19.0%	MSCI EAFE
Non-U.S. Emerging Equity	5.0%	MSCI Emerging Markets
Special Opportunities	10.0%	MSCI AC World Index
U.S. Aggregate Bonds	10.0%	Bloomberg Barclays Capital Aggregate
Treasury Inflation Protected Secs	3.0%	Bloomberg Barclays Capital US TIPS
U.S. High Yield Bonds	3.0%	Merrill High Yield
Global Fixed Income	4.0%	Citigroup World Gvt Bond Index
Cash & Cash Equivalents	2.0%	U.S. T-Bills
Private Equity	8.0%	S&P 500
Real Assets	5.0%	Bloomberg Commodity Index

Managers within each asset class will be measured against a specific style benchmark, along with the market benchmark for their asset class as indicated above.



**JEWISH
COMMUNITY
FOUNDATION**
OF GREATER HARTFORD

FY2022 Projected Actual Expenses and FY2023 Proposed Budget

As of May 27, 2022

						Preliminary		
	Actual	Proj Actual	Budget			Budget		
Description	FY2021	FY2022	FY2022	\$ Variance	%Variance	FY2023	\$ Variance	%Variance
REVENUES AND OPERATING SUPPORT GRANTS								
Administrative Fee Revenue @ 1.00%	894,147	1,217,246	1,221,674	(4,428)	-0.36%	1,113,600	(108,074)	-8.85%
Administrative Fee Revenue @ 1.25%	419,787	574,656	578,282	(3,626)	-0.63%	545,010	(33,272)	-5.75%
Recovery of Investment Administrative Expense	67,500	68,850	68,850	0	0.00%	68,850	-	0.00%
Subtotal Fee revenue	1,381,434	1,860,752	1,868,806	(8,054)	-0.43%	1,727,460	(141,346)	-7.56%
Operating Support Grants:								
General Operating Support Grant	295,000	135,000	135,000	0	0.00%	270,000	135,000	100.00%
Capital Reserve Grant for JFS and JHS	0		12,586			12,586	-	
Subtotal Operating Support Grants	295,000	135,000	147,586	0	0.00%	282,586	135,000	91.47%
Foundation /Fundiller-Zweig Tribute Funds Grants	19,212	22,242	20,000	2,242	11.21%	21,000	1,000	5.00%
Donations/Grants to Offset Operating Expenses	4,759	30,256	4,600	25,656	557.74%	5,000	400	8.70%
Other Revenues	4,557	627	5,000	(4,373)	0.00%	5,000	-	0.00%
TOTAL OPERATING REVENUES	1,704,962	2,048,877	2,045,992	15,471	0.76%	2,041,046	(4,946)	-0.24%
PERSONNEL EXPENSES								
Salaries and Other Compensation	1,100,924	1,102,080	1,126,464	(24,383)	-2.16%	1,249,025	122,562	10.88%
Health, Life, Disability Insurance	107,986	108,134	106,347	1,787	1.68%	107,676	1,329	1.25%
Pension - 403(b) Annuity/ Pension Admin Fees	29,668	34,985	34,061	924	2.71%	37,431	3,370	9.89%
Payroll Taxes	78,863	80,610	83,825	(3,215)	-3.84%	92,221	8,396	10.02%
Workers' Compensation Insurance	2,475	2,186	2,647	(461)	-17.42%	2,935	288	10.89%
Payroll Service Fees	1,600	1,875	2,500	(625)	-25.00%	2,750	250	10.00%
TOTAL PERSONNEL EXPENSES	1,321,515	1,329,870	1,355,844	(25,974)	-1.92%	1,492,039	136,195	10.05%
GENERAL OPERATING EXPENSES								
Office Supplies	4,772	5,500	4,500	1,000	22.22%	7,000	2,500	55.56%
Books and Subscriptions	3,717	1,500	2,500	(1,000)	-40.00%	1,500	(1,000)	-40.00%
Professional Membership Fees	4,040	7,500	5,000	2,500	50.00%	8,000	3,000	60.00%
Travel/Auto	300	550	1,000	(450)	-45.00%	5,000	4,000	400.00%
Postage and Shipping	2,796	5,000	6,000	(1,000)	-16.67%	5,000	(1,000)	-16.67%
Telephone	4,069	3,750	6,000	(2,250)	-37.50%	4,000	(2,000)	-33.33%
Professional Development	6,505	6,000	15,500	(9,500)	-61.29%	18,500	3,000	19.35%
Stationery and Printing	1,434	2,750	3,500	(750)	-21.43%	3,500	-	0.00%
Copier Expenses	618	250	2,000	(1,750)	-87.50%	2,000	-	0.00%
Insurance	14,888	31,500	30,000	1,500	5.00%	35,000	5,000	16.67%
Equipment Leases and Purchases	6,991	15,000	8,000	7,000	87.50%	8,000	-	0.00%
Equipment Repair and General Maintenance	825	600	1,750	(1,150)	-65.71%	1,750	-	0.00%
Occupancy Costs	102,907	94,108	60,000	34,108	56.85%	60,000	-	0.00%
Software / Online Services	49,107	85,548	75,000	10,548	14.06%	75,000	-	0.00%
Technology Support	15,990	16,500	16,000	500	3.13%	19,000	3,000	53 18.75%

		Actual	Proj Actual	Budget			Preliminary		
		FY2021	FY2022	FY2022	\$ Variance	%Variance	Budget	\$ Variance	%Variance
	Description						FY2023		
	Miscellaneous	3,388	3,000	10,000	(7,000)	-70.00%	18,000	8,000	80.00%
	Trustee and Committee Meetings	99	1,000	4,000	(3,000)	-75.00%	7,000	3,000	75.00%
	Other Business Expenses	0	1,000	2,500	(1,500)	-60.00%	5,000	2,500	100.00%
	TOTAL GENERAL OPERATING EXPENSES	222,446	281,056	253,250	27,806	10.98%	283,250	30,000	11.85%
	DEVELOPMENT EXPENSES								
	Yearbook	16,512	18,241	19,000	(759)	-3.99%	19,000	-	0.00%
	Publications and Collateral	24,956	37,500	31,000	6,500	20.97%	31,000	-	0.00%
	Special Events	0	38,500	66,000	(27,500)	-41.67%	45,000	(21,000)	-31.82%
	Donor Recognition	644	16,000	53,000	(37,000)	-69.81%	5,000	(48,000)	-90.57%
	Advertising/Promotion	4,448	5,000	10,500	(5,500)	-52.38%	15,500	5,000	47.62%
	Charity Fundraising Advertisements	4,659	6,000	5,500	500	9.09%	5,500	-	0.00%
	Marketing Consultant / Intern	2,670	1,000	9,000	(8,000)	-88.89%	5,000	(4,000)	-44.44%
	Marketing Materials / Graphic Design	6,987	6,000	6,000	0	0.00%	6,000	-	0.00%
	Donor Development	8,893	6,900	6,900	0	0.00%	6,900	-	0.00%
	Leave a Jewish Legacy		2,500	0	2,500	0.00%		-	0.00%
	Outreach Programs	500	6,500	6,500	(4,700)	-100.00%	8,500	2,000	0.00%
	Travel/Donor Cultivation	0	17,200	4,200	13,000	309.52%	12,500	8,300	197.62%
	JewGood Development Expenses	1,303	1,000	0	1,000	0.00%	0	-	
	TOTAL DEVELOPMENT EXPENSES	71,572	162,341	217,600	(59,959)	-27.55%	159,900	(57,700)	-26.52%
	PROFESSIONAL FEES								
	Legal and Filing Fees	2,170	2,000	2,500	(500)	-20.00%	10,500	8,000	320.00%
	Audit and Tax Return Review Fees	32,500	42,000	42,000	0	0.00%	44,000	2,000	4.76%
	Consulting Fees / Personnel Recruiting Fees	9,200	25,500	5,000	20,500	410.00%	50,000	45,000	900.00%
	TOTAL PROFESSIONAL FEES	43,870	69,500	49,500	20,000	40.40%	104,500	55,000	111.11%
	NET OPERATING EXPENSES	1,659,403	1,842,767	1,876,194	(33,426)	-1.78%	2,039,689	163,495	8.71%
	CURRENT PERIOD OPERATING (DEFICIT)/SURPLUS	45,558	206,110	169,798	48,897		1,357	(168,442)	
	PRIOR YEARS' SURPLUS	309,463	305,022	305,022	0		411,131	106,110	34.79%
	NET OPERATING (DEFICIT)/SURPLUS	355,022	511,131	474,820	36,311		412,488	(62,332)	-13.13%
	LESS: ALLOCATION TO WRITE OFF END CAMP EXP	50,000	100,000	100,000	-		50,000	(50,000)	
	LESS: CAPITAL BUDGET	0	0	12,500	(12,500)		12,500	-	
	SURPLUS/(DEFICIT) CARRYFORWARD - Operating	305,022	411,131	462,320	(51,189)		349,988	(112,332)	-24.30%
	OPERATING RESERVE*	239,385	239,385	239,385	0		239,385	-	



FY2023 Proposed Operating Expense Budget Notes (As of May 19, 2022)

FY2023 Proposed Budget Summary Comments

FY2022 continued to be a most unusual year, as Covid seemed to come and go a few times. In addition to the pandemic, Russia's invasion of Ukraine and the highest inflation rates – and interest rate hikes – in decades helped result in a long-expected “correction” in the market. This resulted in the Foundation's assets going from a high of \$182 million to approximately \$165 million at the time of this writing. That said, the Foundation had its most productive fund development year in memory. It achieved more than \$14 million in gifts and transfers of funds, including nearly \$4 million in unrestricted funds, \$3.9 million in donor advised funds, \$1.2 million in designated funds and over \$5 million in custodial fund transfers. A large bequest of \$3.6 million really buoyed our unrestricted funds total, which was up from \$276,000 last year (and generally flat in previous years). A large bequest of \$4 million to one of our partner agencies was responsible for a good share of our custodial fund growth. Endow Hartford 21, a cash endowment initiative launched in June of last year by the Zachs Family Foundation, resulted in 21 new funds being established at the Foundation. More than \$160,000 came into these funds and we expect this initiative to extend through the coming year.

In April of last year, the Foundation launched the Harold Grinspoon Foundation's Life and Legacy program, a 4-year community-wide initiative to raise endowment funds primarily through after lifetime commitments. Fourteen synagogues and agencies originally signed up to participate in the first year of this program, which provides trainings, materials, incentive grants and consultation, coordinated through the Foundation. The great news is that all 11 of the organizations that participated through the end of Year 1 (April 30, 2022) achieved their first “incentive” goals of 18 commitments (worth a \$5,000 grant to each), while three others hit their stretch incentive goal of 25 commitments (earning another \$2500 each). In all, the Foundation achieved its community commitment goal of 198, earning its full 1:2 match of \$100,000 from the Grinspoon Foundation to help subsidize the cost of running the program. All in all, the Life and Legacy program achieved 267 of total commitments, worth an estimated value of \$7.2 million.

Also of note was:

- Kicking off our 50th anniversary through the Mosaic Arts Project, a community engagement-oriented program that culminated in the Foundation gifting the finished artwork to the community, which is permanently displayed at the entrance to the Mandell JCC. Most important, over 950 people participated in laying the Mosaic's tiles during the first week in April, and was sort of a “coming out event” for many, as Covid was near its nadir during that period.
- Launching our Synagogue Community Grants Program, which for the first time, offered grants of up to \$10,000 to synagogues, up from \$2,000 in previous years. Five synagogues are projected to receive these grants by fiscal year's end.

- Instituting a new hybrid work week of 2 days in-office and 3 days working virtually to provide a few days within a team-present environment, while permitting staff to better wade through the personal demands of Covid and take advantage of the flexibility virtual work can have on work-life balance.
- Upgrading our 25-year-old accounting/data system to a new accounting/CRM system (Foundant's Community Suite) that will help automate key accounting and finance functions, provide better reporting features and offer a more user-friendly Donor Portal. This is a huge undertaking and staff is in training.
- Amending our bylaws to require all standing committee chairs be Board members and approving a few changes to committee term limits that will only strengthen our high performing Board and committees.
- Rhona Morgan will be retiring in December and an extensive search is in progress to identify and hire a new VF/CFO.

Revenue Outlook

FY2023 fee revenues are projected at 7.16% (\$133,292) less than FY2022 projected actual fee revenues and 7.56% (\$141,346) less than the FY2022 Revised budget, however the lower administrative fees projected for FY2023 continue to provide a solid grounding for the Foundation to achieve its mission and support the community. Administrative Fee revenue is significantly lower due to declining asset values results from poor market performance over the last three months. In spite of the lower projected fee revenue the Foundation is still providing \$63,122 in "discounts" on administrative fees for funds or families of funds with donor assets in excess of over \$1 million. The tiered fee structure was developed and implemented in FY2019, to help the Foundation adopt some of the best practices of community foundations and bring it more into alignment with its competitors.

Expense Budget

FY2023 operating expenses are projected at a 10.69% (\$196,922) increase over FY2022 projected actual expenses and a 8.71% (\$163,495) increase over the FY2022 revised budget. The expense budget reflects our priorities as an institution and perhaps more importantly, represents how we believe our limited resources can be best deployed to build and sustain our Jewish community. As with any organization of our type, human capital represents the largest proportion of our operating expense. FY2023 personnel expenses will exceed FY2022 revised budget by 10.05% (\$136,195) and FY2022 projected actual expenses by 12.19% (\$162,169). Major components of the increase are: a 4% salary increase pool, a 3% bonus pool, 15% increase in benefit expense (mostly due to health insurance premium increases), and a 9.89% increase in 403(b) match due to increased eligibility of three employees. Additional personnel costs are included as we anticipate the new VP/CFO overlapping with Rhona for an appropriate time. We are also budgeting for a part-time administrative staff to meet our burgeoning support needs.

We will be paying (some costs will be paid FY2022) remaining balance of the expenses for a search firm and other recruiting costs to find a replacement to succeed Rhona. In terms of non-personnel operating costs, you'll see increases in Development (and Marketing) expenses, as we will continue to celebrate our 50th Anniversary & Donor Appreciation Gala, and hopefully, ramp up face-to-face meetings and initiate new donor "edugagement" activities. In FY2023, the Foundation will continue to pay its proportional share, plus the half of the proportional shares of JFS and JHS, into the Capital Reserve Fund, under a new, 5-year Board-approved agreement with Federation. The agreement has Federation paying 59.5% of

the Capital Reserve Budget, reflecting their proportional share of their CSB occupancy, plus half of the proportional occupancy shares of JSF and JHS. Our total proportional share is 40.5%, and is included in the Occupancy in our operational budget.

The Foundation's investment in quality professional development opportunities remains resolute – as we expect the resumption of in-person conferences. We expect higher costs for IT and software, as we expect to migrate to a new data base/CRM, which will require updates to our IT infrastructure to support new systems. We also expect to incur significant legal fees in FY2023.

Overall, the budget calls for an annual operating surplus of approximately \$1,357, however the Operating grant was increased from FY2022 level of \$135,000 up to \$270,000 resulting in an essentially balanced budget with a small surplus of \$1,357. The FY2022 operating surplus is projected to be \$206,110 and when added to the prior years' surplus will result in a net surplus carried forward of \$511,131 less \$10 0,000 Aim Chai campaign expense write-off and will result in a projected cumulative surplus of \$411,131 at 6-30-2022 and \$349,988 at 6-30-2023.

REVENUES

The preliminary budget projects a significant decrease in administrative fee revenue driven by significant decline in the market value of the Foundations assets at 4/30/2022. The revenue figures reflect the impact (\$63,122) of the application of graduated fee assessments for Custodial, Donor Advised and Designated funds (excluding scholarship) or fund groups with assets exceeding \$1 million, and the assessment of a 1% fee against all donor advised, designated and custodial funds with assets less than \$1 million, and a 1.25% fee against unrestricted and scholarship funds. Administrative fees are calculated by reference to the April 30, 2022 asset balance. Revenues also include an Operating Support Grant of \$270,000 and Capital Reserve grant of \$12,586 for JFS and JHS, grants designated from the Foundation Fund, the Doreen Fundiller-Zweig Tribute Fund for general operations, and from the Bernard Gottlieb Memorial Fund II for professional development.

PERSONNEL EXPENSES

Salaries – The salary line is based on 11.5 FTEs. The FY2023 staff complement includes: President and Chief Executive Officer, Vice President Philanthropy, Vice President Finance, Vice President, Operations & Donor Services, Marketing Director, Controller, Vice President Programs, Development and Stewardship Officer, Donor Services and Development Assistant, Gift and Finance Associate, Development Coordinator, and Administrative Assistant (p/t). A Salary Pool of 4% of total salaries (\$45,597 + benefit and taxes of \$3,595) and a Bonus pool of 3% of salaries (\$34,197 + benefit and taxes of \$2,696) have been included in the compensation budget.

Health, Life, Disability Insurance – The budget line includes the employer's share of health and dental insurance coverage for six employees under the Foundation's group plan (two with family coverage, two with employee plus 1 coverage (one for only six month), and two with single coverage (one for six months). *Health and dental insurance premiums were budgeted with a 15% increase effective December 1, 2022; 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 increased match for three employees.

Payroll Taxes – This line reflects payroll taxes for 11.5 employees.

Workers Compensation Insurance – This line reflects the annual premium to be paid to The Travelers effective July 1, 2022 plus any audit adjustment based on FY2022 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.

Travel – The Foundation uses the IRS standard mileage rate (58.5¢ per mile effective January 1, 2022) 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 cell phone expense for the CEO, and 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 allows 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 2023 Budget to FY2022 Budget comparison reflects an increase of 19.35% due to the expectation that as the COVID-19 virus becomes more controlled we expect that many onsite conferences will reschedule. The FY2023 budget is still significantly below our pre-COVID-19 budgets for this line.

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 and Purchases – 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. It also expenses equipment purchases that cost under \$2,500 each.

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 included in the buildings operating costs. The Foundation has also agreed to pay an additional \$22,655 for 5 years into the Federations Capital Building Reserve to cover projected capital expenses. \$10,069 represents the Foundation’s contribution to the Capital Reserve will be included in the Operating expenses, and \$12,586 represents the contributions towards JFS and JHS obligation will be covered by a grant from the community unrestricted grants pool.

Software/Online services – The proposed \$75,000 includes fees for the use of the Foundant Operating System on which the Foundation will be operating as of 7/1/2022. We have also included an additional \$20,000 to cover expenses incurred to transition from FIMS, in the second half of the fiscal year. Also included are annual fees for GuideStar Charity Check, 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 The Computer Company. This line increased to cover the growing need for Technology support.

Miscellaneous – This line covers staff lunches, anniversary celebrations, service appreciation gifts etc. The expenses were increased to cover FY2023 Staff Retreat.

Trustee and Committee Meetings – Increased to cover overall price increases for food and supplies for possible in-person meetings

Other Business Expenses This line is used at the CEO's discretion.

DEVELOPMENT EXPENSES

Yearbook Expenses – We expect that the design fee and printing cost will be about the same as the FY2022 budget expenses.

Special Events – This line at \$45,000 reflects a significant increase over previous years' budgets to cover anticipated expenses for the 50th year anniversary celebration (\$25,000 will be expensed in FY2022).

Advertising and Promotion – \$15,500 - This line item represents the Foundation's advertising and promotion budget projected for FY2022 – Design Fees, Ads, promotional materials for Life and Legacy, digital marketing campaigns for funds including 50th DAF, Other Miscellaneous Media, Playhouse Theater Group and Constant Contact– E-newsletter, e-blasts/social media/ ads/ blogs.

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 \$31,000 and includes costs for new marketing materials (fact sheets, general brochure, pocket folder and financial marketing materials), life and legacy brochures and pullout banners. It also includes costs of lamp post banners and 50% of the costs of color printing supplies. The Foundation has not developed new collateral materials for years.

Marketing Consultant – \$5,000 budgeted for this line for FY2023 to help us integrate the development of new materials for the Foundation, Life and Legacy and begin work on the 50th Anniversary promotion.

Donor Recognition – \$5,000 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. Costs of Donor display wall to replace 'Fish' will be covered by a grant.

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

Donor Development – \$6,900 budgeted for this line to cover the Tumble Brook social membership dues and entertainment expenses for CEO, Florida visits and FL parlor meetings.

Outreach Programs –\$8,500 - 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 – \$12,500 - This line includes Florida Trip Travel accommodation and entertainment to visit Florida Donors and local donor cultivation and stewardship travel for three.

PROFESSIONAL FEES

Legal and Filing- \$10,500 includes various Secretary of State filing fees and significant legal expenses are anticipated this year for reorganization of fund groups.

Audit and Tax Return Review Feesand CT.Gov Filing fees –\$44,000 This line reflects the cost of engaging J.H. Cohn, LLP for the fiscal 2022 audit and a topside review of the Form 990. Staff will continue to prepare the IRS Form 990 (information return), Form 990T and CT990T for Unrelated Business Income Tax (UBIT). The remaining items include the 990 filing fees, and the planned gift tax return preparation fees, CT Department of Consumer Protection Charitable Organization Certification Renewal filing fees and State of Connecticut Business Annual Report Filing fees.

Consulting and Personnel Recruiting Fees - \$50,000 - 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 final. This line is used to offset equipment purchases of items under \$2,500 each in the General Operating Expenses for Equipment Lease and Purchases.

Operating Reserve

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

Jewish Community Foundation of Greater Hartford
Total Managed Assets
Investment Performance and Asset Allocation Summary - Period Ending June 30, 2022
Net of Fees

Name	Assets Market Value	% of Total Fund	Target Weights/Ranges	% of Equity/ Alts./Fixed	Periods Ending - June 30, 2022									
					1 mon %	3 mon %	FYTD ¹ %	CYTD %	1 yr %	3 yr %	5 yr %	7 yr %	10 yr %	15 yr %
Total Fund	155,101,193	100.0%	100.0%		-6.4	-11.2	-12.6	-15.5	-12.6	6.5	6.5	6.2	7.2	5.4
Total Fund x/Private Equity	136,869,455				-7.2	-12.5	-15.5	-17.0	-15.5	4.7	5.2	5.3	6.5	4.7
Overall Market Benchmark ²					-7.4	-13.0	-13.3	-16.4	-13.3	5.0	5.7	5.7	6.9	4.9
CPI Plus 5%					1.1	3.3	13.8	7.3	13.8	10.0	9.1	8.4	7.8	7.5
60% MSCI AC World / 40% Barclays Aggregate					-5.7	-11.4	-13.4	-16.3	-13.4	3.7	4.8	5.0	6.0	4.5
				% of Equity										
Equity Composite ³	95,268,351	61.4%		100.0%	-8.5	-15.6	-20.5	-22.1	-20.5	5.4	6.2	6.6	8.8	5.5
MSCI AC World Index					-8.4	-15.7	-15.8	-20.2	-15.8	6.2	7.0	7.0	8.8	4.8
Total Large Cap Composite	22,785,058	14.7%	15.0%	23.9%	-8.7	-15.7	-12.5	-19.0	-12.5	11.9	12.1	11.6	13.5	9.1
			(12.0 - 18.0)											
Large Cap Core	7,048,443	4.5%		7.4%	-8.5	-18.9	-18.6	-25.6	-18.6	10.0	11.6	11.3	13.1	9.1
Fidelity Contrafund - FCNTX - (2/94 -)	4,592,218	3.0%		4.8%	-8.8	-20.4	-22.0	-28.2	-22.0	8.4	11.3	11.1	12.9	9.5
Jlens Jewish Advocacy Strategy - (9/18 -)	2,456,225	1.6%		2.6%	-8.1	-16.0	-11.3	-20.2	-11.3	10.4	NA	NA	NA	NA
S&P 500					-8.3	-16.1	-10.6	-20.0	-10.6	10.6	11.3	11.1	13.0	8.5
Large Cap Value	12,579,023	8.1%		13.2%	-8.9	-11.8	-5.6	-10.9	-5.6	10.3	9.7	9.9	12.4	7.1
Dodge & Cox Stock - DODGX - (2/00 -)	8,574,705	5.5%		9.0%	-9.3	-12.4	-7.6	-11.5	-7.6	11.3	9.9	10.1	13.1	7.5
Vanguard Value Index Admiral - VVIAX - (5/15 -)	4,004,317	2.6%		4.2%	-8.0	-10.3	-1.9	-9.4	-1.9	8.7	9.2	9.6	NA	NA
S&P 500					-8.3	-16.1	-10.6	-20.0	-10.6	10.6	11.3	11.1	13.0	8.5
Russell 1000 Value					-8.7	-12.2	-6.8	-12.9	-6.8	6.9	7.2	7.7	10.5	6.1
Large Cap Growth	3,157,593	2.0%		3.3%	-8.5	-22.4	-21.9	-30.4	-21.9	11.6	12.9	12.2	13.9	10.2
Vanguard Growth Index Admiral - VIGAX - (5/02 -)	3,157,593	2.0%		3.3%	-8.5	-22.4	-21.9	-30.4	-21.9	11.6	12.9	12.2	13.9	10.2
S&P 500					-8.3	-16.1	-10.6	-20.0	-10.6	10.6	11.3	11.1	13.0	8.5
Russell 1000 Growth					-7.9	-20.9	-18.8	-28.1	-18.8	12.6	14.3	13.5	14.8	10.7
Total Mid Cap Composite	11,925,601	7.7%	7.0%	12.5%	-9.1	-17.4	-18.2	-22.2	-18.2	6.1	7.3	7.6	10.6	7.7
			(4.0 - 10.0)											
Mid Cap Core	4,936,595	3.2%		5.2%	-9.4	-16.9	-16.0	-22.2	-16.0	7.2	8.3	8.1	11.5	7.8
Vanguard Mid-Cap ETF - VO - (2/07 -)	4,936,595	3.2%		5.2%	-9.4	-16.9	-16.0	-22.2	-16.0	7.2	8.3	8.1	11.5	7.8
Russell Mid Cap					-10.0	-16.8	-17.3	-21.6	-17.3	6.6	8.0	8.0	11.3	7.8
Mid Cap Value	3,225,008	2.1%		3.4%	-11.0	-19.6	-19.5	-20.4	-19.5	5.8	3.3	4.3	6.8	5.0
Iridian Private Business Mid Cap - (9/15 -)	3,225,008	2.1%		3.4%	-11.0	-19.6	-19.5	-20.4	-19.5	5.8	3.3	NA	NA	NA
Russell Mid Cap					-10.0	-16.8	-17.3	-21.6	-17.3	6.6	8.0	8.0	11.3	7.8
Russell Mid Cap Value					-11.0	-14.7	-10.0	-16.2	-10.0	6.7	6.3	7.2	10.6	6.9
Mid Cap Growth	3,763,998	2.4%		4.0%	-6.9	-16.0	-21.9	-25.4	-21.9	4.1	8.4	8.8	12.3	9.4
T Rowe Price Mid Cap Growth - RPMGX - (9/00 -)	3,763,998	2.4%		4.0%	-6.9	-16.0	-21.9	-25.4	-21.9	4.1	8.4	8.8	12.3	9.5
Russell Mid Cap					-10.0	-16.8	-17.3	-21.6	-17.3	6.6	8.0	8.0	11.3	7.8
Russell Mid Cap Growth					-7.5	-21.1	-29.6	-31.0	-29.6	4.3	8.9	8.3	11.5	8.2
Total Small Cap Composite	11,574,727	7.5%	7.0%	12.1%	-9.9	-17.2	-27.1	-24.3	-27.1	5.8	6.7	6.3	8.5	6.0
			(4.0 - 10.0)											
Small Cap Value	7,381,990	4.8%		7.7%	-10.8	-12.6	-7.2	-12.7	-7.2	10.0	5.8	5.6	7.6	5.3
DFA US Small Cap Value Instl - DFSVX - (5/19 -)	7,381,990	4.8%		7.7%	-10.8	-12.6	-7.2	-12.7	-7.2	10.0	NA	NA	NA	NA
Russell 2000					-8.2	-17.2	-25.2	-23.4	-25.2	4.2	5.2	5.9	9.4	6.3
Russell 2000 Value					-9.9	-15.3	-16.3	-17.3	-16.3	6.2	4.9	6.4	9.1	5.6

Jewish Community Foundation of Greater Hartford
Total Managed Assets
Investment Performance and Asset Allocation Summary - Period Ending June 30, 2022
Net of Fees

Name	Assets Market Value	% of Total Fund	Target Weights/Ranges	% of Equity/ Alts./Fixed	Periods Ending - June 30, 2022										Annualized	
					1 mon %	3 mon %	FYTD ¹ %	CYTD %	1 yr %	3 yr %	5 yr %	7 yr %	10 yr %	15 yr %		
Small Cap Growth	4,192,737	2.7%		4.4%	-8.2	-24.2	-50.2	-40.4	-50.2	-4.1	5.2	NA	NA	NA		
Jackson Square SMID Cap Growth - DCGTX - (9/15 -)	4,192,737	2.7%		4.4%	-8.2	-24.2	-50.2	-40.4	-50.2	-4.1	5.2	NA	NA	NA		
Russell 2000					-8.2	-17.2	-25.2	-23.4	-25.2	4.2	5.2	5.9	9.4	6.3		
Russell 2000 Growth					-6.2	-19.3	-33.4	-29.5	-33.4	1.4	4.8	5.0	9.3	6.8		
Total International Composite	27,662,484	17.8%	19.0%	29.0%	-9.4	-14.0	-19.2	-20.8	-19.2	2.0	2.0	3.0	5.4	1.5		
			(16.0 - 22.0)													
International Core	7,308,698	4.7%		7.7%	-9.6	-14.1	-18.2	-19.3	-18.2	2.1	2.6	3.2	5.8	0.8		
Vanguard Developed Mkts Index Admiral - VTMGX - (5/12 -)	7,308,698	4.7%		7.7%	-9.6	-14.1	-18.2	-19.3	-18.2	2.1	2.7	3.2	5.8	NA		
MSCI EAFE					-9.3	-14.5	-17.8	-19.6	-17.8	1.1	2.2	2.7	5.4	1.4		
International Value	13,250,255	8.5%		13.9%	-9.7	-11.7	-14.1	-14.1	-14.1	1.2	0.6	2.1	4.8	2.0		
Sanderson International Value - (9/15 -)	5,716,427	3.7%		6.0%	-10.3	-13.3	-19.1	-18.5	-19.1	-1.3	-0.8	NA	NA	NA		
Wellington International Contrarian Value - (5/15 -)	7,533,828	4.9%		7.9%	-9.3	-10.5	-9.9	-10.5	-9.9	3.0	1.5	3.6	NA	NA		
MSCI EAFE					-9.3	-14.5	-17.8	-19.6	-17.8	1.1	2.2	2.7	5.4	1.4		
MSCI EAFE Value					-10.0	-12.4	-11.9	-12.1	-11.9	0.2	0.5	1.2	4.2	0.1		
International Growth	7,103,531	4.6%		7.5%	-8.5	-18.0	-29.6	-34.0	-29.6	3.6	NA	NA	NA	NA		
Brown Intl Small Company Instl - BCSFX - (11/18 -)	7,103,531	4.6%		7.5%	-8.5	-18.0	-29.6	-34.0	-29.6	3.6	NA	NA	NA	NA		
MSCI EAFE					-9.3	-14.5	-17.8	-19.6	-17.8	1.1	2.2	2.7	5.4	1.4		
MSCI EAFE Growth					-8.6	-16.9	-23.8	-26.8	-23.8	1.3	3.5	3.9	6.3	2.5		
Emerging Markets	7,545,724	4.9%	5.0%	7.9%	-4.3	-9.5	-13.6	-12.1	-13.6	3.4	3.1	3.7	3.3	2.4		
DFA Emerging Markets - DFEVX - (10/10 -)	3,963,208	2.6%	(2.0 - 8.0)	4.2%	-7.0	-10.7	-12.9	-10.2	-12.9	1.9	2.7	3.6	3.2	NA		
Elephant Long Only Emerging Markets Fund (9/19 -)	1,847,578	1.2%		1.9%	-3.9	-11.3	-11.5	-16.5	-11.5	NA	NA	NA	NA	NA		
Himalaya Capital Investors (9/19 -) ⁴	1,734,938	1.1%		1.8%	2.0	-4.3	-17.2	-11.2	-17.2	NA	NA	NA	NA	NA		
MSCI Emerging					-6.6	-11.5	-25.3	-17.6	-25.3	0.6	2.2	2.8	3.1	2.0		
MSCI China					6.6	3.4	-31.8	-11.3	-31.8	-0.6	2.1	1.7	5.5	3.4		
Special Opportunities	13,774,756	8.9%	12.0%	14.5%	-7.1	-18.5	-33.6	-31.8	-33.6	1.9	NA	NA	NA	NA		
MSCI ACWI			(6.0 - 18.0)		-8.4	-15.7	-15.8	-20.2	-15.8	6.2	7.0	7.0	8.8	4.8		
Gobi Concentrated Fund - (8/17 -)	3,016,692	1.9%			-14.2	-24.5	-30.2	-40.0	-30.2	1.5	NA	NA	NA	NA		
MSCI ACWI Value Index					-8.6	-11.5	-8.1	-12.3	-8.1	3.9	4.3	4.9	6.9	3.0		
MSCI World Index					-8.7	-16.2	-14.3	-20.5	-14.3	7.0	7.7	7.5	9.5	5.2		
Tybourne Long Opportunities Fund - (9/17 -)	4,066,931	2.6%			-5.5	-20.0	-49.4	-38.0	-49.4	-7.1	NA	NA	NA	NA		
MSCI ACWI Growth Index					-8.3	-20.2	-23.5	-27.9	-23.5	7.6	9.2	8.7	10.3	6.3		
65% MSCI Asia / 35% S&P 500					-6.6	-12.8	-18.9	-18.4	-18.9	4.9	5.7	6.1	8.2	4.7		
Ampfield (9/20 -)	2,840,232	1.8%			-7.1	-20.8	-23.9	-30.8	-23.9	NA	NA	NA	NA	NA		
MSCI ACWI					-8.4	-15.7	-15.8	-20.2	-15.8	6.2	7.0	7.0	8.8	4.8		
AltraVue Fund I (11/21 -)	3,850,900	2.5%			-2.6	-9.2	NA	-12.8	NA	NA	NA	NA	NA	NA		
MSCI ACWI					-8.4	-15.7	-15.8	-20.2	-15.8	6.2	7.0	7.0	8.8	4.8		
				% of Alternatives												
Alternative Composite	27,328,647	17.6%		100.0%	-4.0	-1.8	18.9	3.9	18.9	21.8	15.7	10.7	8.9	7.4		
Private Equity*	18,231,737	11.8%	11.0%	66.7%	0.0	0.0	17.2	-1.6	17.2	26.2	22.0	17.2	16.7	12.8		
S&P 500			(6.0 - 16.0)		-8.3	-16.1	-10.6	-20.0	-10.6	10.6	11.3	11.1	13.0	8.5		
S&P 500 +5%					-7.8	-15.0	-6.0	-17.9	-6.0	16.2	17.0	16.8	18.7	14.1		
Cambridge Associates Private Equity - Actual					0.0	0.0	10.8	0.0	10.8	22.0	18.5	15.7	15.5	11.7		

Jewish Community Foundation of Greater Hartford
Total Managed Assets
Investment Performance and Asset Allocation Summary - Period Ending June 30, 2022
Net of Fees

Name	Assets Market Value	% of Total Fund	Target Weights/Ranges	% of Equity/ Alts./Fixed	Periods Ending - June 30, 2022										Annualized	
					1 mon %	3 mon %	FYTD ¹ %	CYTD %	1 yr %	3 yr %	5 yr %	7 yr %	10 yr %	15 yr %		
Buyout/Growth	6,179,002	4.0%			0.0	0.0	8.8	-0.7	8.8	15.4	14.7	15.0	15.8	11.8		
S&P 500					-8.3	-16.1	-10.6	-20.0	-10.6	10.6	11.3	11.1	13.0	8.5		
Cambridge Associates Buyout - Actual					0.0	0.0	10.3	0.0	10.3	21.2	18.3	16.8	16.4	11.9		
				Commitment	Remaining Commitment		YTD - Capital Calls		YTD - Distributions	IRR	IRR as of		Valuation As Of	Cumulative Distributions		
Aberdeen Private Equity III (2/06 -)	101,826	0.1%		\$1,000,000	\$0		\$0		\$16,088	9.8%	3/31/2022		3/31/2022	\$1,697,627		
Aberdeen International (2/06 -)	121,958	0.1%		\$500,000	\$10,000		\$0		\$17,375	12.0%	12/31/2021		3/31/2022	\$966,820		
Aberdeen Private Equity V (12/12 -)	646,844	0.4%		\$750,000	\$0		\$0		\$47,715	18.8%	12/31/2021		12/31/2021	\$880,016		
Aberdeen Private Equity VI (5/15 -)	1,880,618	1.2%		\$2,000,000	\$200,000		\$0		\$519,547	23.3%	12/31/2021		12/31/2021	\$1,856,336		
Eightfold Opportunity III (2/18 -)	563,873	0.4%		\$1,000,000	\$217,566		\$58,156		\$0	-0.9%	12/31/2021		3/31/2022	\$270,901		
747 Stuyvesant VI Parallel Fund (5/18 -)	1,784,404	1.2%		\$2,000,000	\$760,000		\$0		\$200,000	27.4%	3/31/2022		3/31/2022	\$200,000		
747 Stuyvesant VII Parallel Fund (3/21 -)	343,050	0.2%		\$1,500,000	\$1,161,555		\$112,500		\$0	NM	3/31/2022		3/31/2022	\$0		
Eightfold Opportunity IV (3/21 -)	736,430	0.5%		\$1,000,000	\$271,823		\$31,081		\$0	NM	3/31/2022		3/31/2022	\$44,401		
Total Buyout/Growth				\$9,750,000	\$2,620,944		\$201,737		\$800,726					\$5,916,101		
Venture Capital	12,052,736	7.8%			0.0	0.0	22.7	-2.0	22.7	35.6	29.5	19.3	18.9	16.5		
S&P 500					-8.3	-16.1	-10.6	-20.0	-10.6	10.6	11.3	11.1	13.0	8.5		
Cambridge Associates Venture Capital - Actual					0.0	0.0	13.5	0.0	13.5	34.1	28.1	20.7	21.1	15.2		
				Commitment	Remaining Commitment		YTD - Capital Calls		YTD - Distributions	IRR	IRR as of		Valuation As Of	Cumulative Distributions		
CommonFund Venture Partners VI (3/02 -)	106,676	0.1%		\$1,225,000	\$33,628		\$0		\$18,488	8.3%	3/31/2022		3/31/2022	\$1,945,909		
Aberdeen Venture Partners VI (2/06 -)	401,439	0.3%		\$1,000,000	\$20,000		\$0		\$30,572	11.8%	12/31/2021		3/31/2022	\$1,760,105		
Weathergace Venture Capital III (12/14 -)	4,169,403	2.7%		\$1,500,000	\$300,000		\$0		\$90,153	27.1%	3/31/2022		3/31/2022	\$562,980		
Weathergace Venture Capital IV (6/16 -)	4,236,648	2.7%		\$2,000,000	\$640,000		\$0		\$0	34.9%	3/31/2022		3/31/2022	\$0		
Accolade Partners VII (7/19 -)	1,983,682	1.3%		\$1,500,000	\$494,078		\$90,000		\$0	61.2%	3/31/2022		3/31/2022	\$0		
Accolade Partners VIII - (1/21 -)	413,451	0.3%		\$1,000,000	\$655,000		\$65,000		\$0	NM	12/31/2021		12/31/2021	\$0		
H Barton Venture Select IV - (5/21 -)	612,832	0.4%		\$1,500,000	\$990,000		\$105,000		\$0	NM	3/31/2022		3/31/2022	\$0		
Spur Ventures VII (12/21 -)	128,605	0.1%		\$1,500,000	\$1,357,500		\$60,000		\$0	NM	3/31/2022		3/31/2022	\$0		
Battery Ventures XIV LP (TBD)	-	0.0%		\$1,500,000	\$1,500,000		\$0		\$0	NA		NA	NA	\$0		
Total Venture Capital				\$12,725,000	\$5,990,206		\$320,000		\$139,213					\$4,268,994		
Real Assets Composite	9,096,910	5.9%	5.0%	33.3%	-11.1	-5.1	22.0	16.3	22.0	14.7	9.9	3.9	0.6	NA		
DFA Commodity Strategy Instl - DCMSX - (1/18 -)	9,096,910	5.9%	(2.0 - 8.0)	33.3%	-11.1	-5.1	22.0	16.3	22.0	14.7	NA	NA	NA	NA		
Bloomberg Commodity Index					-10.8	-5.7	24.3	18.4	24.3	14.3	8.4	2.8	-0.8	-1.8		
S&P North American Natural Resources Index					-16.0	-10.4	22.2	15.9	22.2	10.5	6.8	3.5	3.4	2.0		
				% of Fixed												
Fixed Income Composite	28,028,252	18.1%		100.0%	-1.9	-5.0	-8.5	-8.7	-8.5	-0.3	1.1	1.7	1.8	3.7		
Investment Grade Fixed Income	18,366,343	11.8%	9.0%	65.5%												
Vanguard Total Bond Mkt Index Admiral - VBTXL - (8/01 -)	9,912,249	6.4%	(6.0 - 12.0)	35.4%	-1.5	-4.7	-10.3	-10.4	-10.3	-0.9	0.8	1.3	1.4	3.2		
Income Research & Management (8/14 -)	3,068,829	2.0%		10.9%	-1.5	-4.7	-10.5	-10.4	-10.5	-0.3	1.2	1.7	NA	NA		
Barclays Capital Aggregate Bond Index					-1.6	-4.7	-10.3	-10.3	-10.3	-0.9	0.9	1.4	1.5	3.3		
Barclays Capital Intermediate Credit					-1.8	-3.6	-9.0	-8.5	-9.0	-0.1	1.4	1.9	2.2	3.7		
Vanguard Ultra Short-Term Bond (6/22 -)	4,490,555	2.9%		16.0%	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA		
Bloomberg 1 Yr Treasury Bellwether					-0.4	-0.2	-0.9	-0.8	-0.9	0.7	1.2	1.1	0.9	1.3		
Ladder Bonds	894,711	0.6%		3.2%	-0.3	-1.0	-0.8	-0.9	-0.8	0.0	0.6	0.7	1.1	2.3		
Barclays Capital Intermediate Credit					-1.8	-3.6	-9.0	-8.5	-9.0	-0.1	1.4	1.9	2.2	3.7		
Private Credit		0.0%		Commitment	Remaining Commitment		YTD - Capital Calls		YTD - Distributions	IRR	IRR as of		Valuation As Of	Cumulative Distributions		
Octagon CLO Opportunity Fund IV LP (TBD)	-	0.0%		\$1,000,000	\$1,000,000		\$0		\$0	NA		NA	NA	\$0		

Jewish Community Foundation of Greater Hartford
Total Managed Assets
Investment Performance and Asset Allocation Summary - Period Ending June 30, 2022
Net of Fees

Name	Assets Market Value	% of Total Fund	Target Weights/Ranges	% of Equity/ Alts./Fixed	Periods Ending - June 30, 2022										Annualized	
					1 mon %	3 mon %	FYTD ¹ %	CYTD %	1 yr %	3 yr %	5 yr %	7 yr %	10 yr %	15 yr %		
Global Fixed Income	4,753,363	3.1%	4.0%	17.0%												
Colchester Global Bond Fund (3/10 -)	4,753,363	3.1%	(1.0 - 7.0)	17.0%	-4.2	-9.3	-16.9	-14.1	-16.9	-3.7	-1.1	0.1	-0.1	NA		
FTSE World Gvt Bond Index					-3.2	-8.9	-16.8	-14.8	-16.8	-4.3	-1.2	0.1	-0.7	1.9		
TIPS Fixed Income	4,908,545	3.2%	3.0%	17.5%												
Vanguard TIPS (6/10 -)	4,908,545	3.2%	(1.0 - 5.0)	17.5%	-3.1	-6.0	-5.0	-8.6	-5.0	3.0	3.1	2.8	1.7	NA		
Barclays Capital US TIPS					-3.2	-6.1	-5.1	-8.9	-5.1	3.0	3.2	2.8	1.7	3.9		
Cash	4,475,943	2.9%	3.0%													
Corporate Cash	1,329,024	0.9%														
New Fidelity Cash Account	2,801,267	1.8%														
Citizen's Bank Cash	345,653	0.2%														

1 - Fiscal Year ends June 30th.

2 - As of 6/1/2022, the Overall Market Benchmark is composed of: 9% Barclays Capital Aggregate, 26% S&P 500, 7% Russell MidCap, 7% Russell 2000, 12% MSCI AC World 19% MSCI EAFE, 5% MSCI EME, 4% FTSE WGBI, 5% Bloomberg Commodity Index, 3% BC US TIPS and 3% 90 Day T-Bills.

3 - The Equity Composite return includes Private Equity historical returns up to 02/1/2007.

4 - Preliminary based on manager's estimated return

Investment advisory services are offered through Crewcial Partners, LLC, a Securities and Exchange Commission Registered Investment Advisor. Values are calculated as of the date of the report. We believe the sources of our information, which may come from third-party service providers, to be reliable; however, the accuracy and completeness of the information is not guaranteed.

Data reflected within this report may reflect data held at various Custodians and Managers, and may not be covered under SIPC. Certain other reported entities may be SIPC members that provide coverage for assets held there. You should contact your financial representative, or the other entity, or refer to the other entity's statement, regarding SIPC coverage. Assets reflected on this report are not held at the Firm on your behalf, but at the Custodian.

Performance data quoted represents past performance and does not guarantee future results. The investment return and principal of an investment will fluctuate so that an investor's shares when redeemed may be worth more or less than original cost. The values represented in this report may not reflect the true original cost of your initial investment. Performance returns for time periods longer than 365 days have been annualized.

The figures do not represent potential market conditions, but do reflect the deduction of advisory fees. The client's return will be reduced by the advisory fees and any other expenses it may incur in the management of the advisory account. The advisory fees for Crewcial Partners, LLC, are disclosed in the Form ADV Part 2A Disclosure Brochure.



BOARD OF TRUSTEES POSITION DESCRIPTION

Mission Statement: The Jewish Community Foundation of Greater Hartford unlocks the transformative power of personalized and collective philanthropy to solve problems, strengthen community organizations and provide permanent support for our Jewish community.

Vision Statement: Jewish. Community. Forever.

Trustee Profile

Individuals considered for nomination as a Trustee shall be active and respected Jewish community volunteers in Greater Hartford. They should be donors to the Jewish Federation and other Jewish organizations, understand the importance of endowments, and be enthusiastic about serving on the Foundation Board.

Trustees must possess a breadth of community knowledge and experience, be able to exercise independent judgment on matters relating to agencies with which they have been active as a volunteer, and have expertise and interest in one or more of the following: financial matters, grantmaking, governance, community-building, strategy, planning or fund development. So that the Foundation can credibly cultivate contributions from potential donors, the Foundation expects that all Trustees will establish a fund during their Board tenure or make a regular contribution to the Foundation that is personally meaningful.

Expectations of Trustees

The Board of Trustees supports the work of the Foundation and provides mission-based leadership and strategic governance. While day-to-day operations are led by the Foundation's CEO and professional staff, the Board-CEO relationship is a partnership, and the appropriate involvement of the Board is both critical and expected. Specific Board Member leadership, governance and oversight responsibilities include:

- Serving as a trusted advisor to the CEO on a variety of matters concerning the Foundation
- Helping establish the mission, vision and values of the organization, by participating in the development of a periodically updated "strategic plan," and by reaching agreement on, and overseeing, the broad policies, measures and adjustments necessary to implement it
- Attending and participating in Board meetings -- Trustees are expected to: be familiar with the materials to be discussed at Board meetings; comment or ask pertinent questions (at meetings and/or of the CEO) to advance important issues for consideration and discussion by the Board; support the decisions of the Board once they are made; act in a manner consistent with the Foundation's values, and; keep sensitive and confidential information confidential
- Approving the Foundation's annual budget and grants made from unrestricted funds, accepting the annual audit, and being involved in/voting on all material business decisions
- Serving on at least one committee or task force and taking on special assignments

- Approving the hiring and evaluation of the CEO of the Foundation
- Assisting the CEO and Board and Governance Committee Chair in identifying and recruiting other Board Members
- Attending the Foundation's annual Donor Appreciation event
- Acting as an ambassador for the organization to the community and its stakeholders
- Assisting staff in identifying, educating and cultivating prospective donors, as appropriate
- Being informed of, and meeting, all fiduciary responsibilities of a trustee of a non-profit Board
- Supporting the Foundation's commitment to a diverse board and staff that reflects the community the Foundation serves

Board Terms

Trustees serve a Board term of three years and are eligible for re-appointment to an additional three-year term. *Only Trustees who have satisfied the above expectations will be considered eligible for re-election to a second term of office.* After six consecutive years on the Board, Trustees must take at least one year off from Board service (unless they are serving as an Officer) before being eligible to return for up to two additional, three-year terms. Maximum lifetime service cannot exceed 12 years. Board meetings are held five to six times each year and committee meetings are generally held in advance of and in coordination with Board meetings.

THE ENDOWMENT FOUNDATION OF
THE JEWISH FEDERATION OF GREATER HARTFORD, INC.

CONSENT OF INCORPORATOR
IN LIEU OF ORGANIZATION MEETING

The undersigned, the Incorporator of The Endowment Foundation of the Jewish Federation of Greater Hartford, Inc., a Connecticut nonstock corporation to be formed under the laws of the State of Connecticut (the "Foundation"), consents to the taking of any action necessary to the organization and incorporation of The Endowment Foundation of the Jewish Federation of Greater Hartford, Inc. and specifically to the following resolutions:

Resolved: That a nonstock corporation be formed under the laws of the State of Connecticut, to be known as The Endowment Foundation of the Jewish Federation of Greater Hartford, Inc. and that a Certificate of Incorporation executed by the Incorporator as provided by law be filed in the office of the Secretary of State. A copy of the Certificate of Incorporation of the Foundation is ordered to be filed with the minutes of the Foundation;

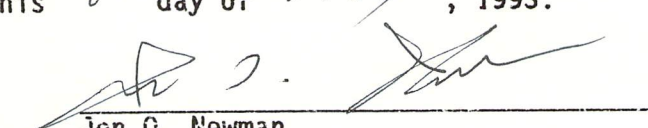
Resolved: That the appropriate taxes and fees for the Foundation be paid to the Secretary of State;

Resolved: That Attorney Doreen Fundiller-Zweig of West Hartford, Connecticut be appointed statutory agent for service of process of the Foundation and that a certificate of such appointment executed by the Incorporator as provided by law be filed in the office of the Secretary of State. A copy of the appointment is ordered to be filed with the minutes of the Foundation;

Resolved: That the following individuals be the Trustees of the Foundation to hold office until their successors are duly elected and qualified: Philip D. Feltman, Bruce A. Fischman, Hinda N. Fisher, Evelyn Gilman, Robert B. Goldfarb, Arnold C. Greenberg, Simon Konover, Georgette Koopman, Hartzel Z. Lebed, Hon. Jon O. Newman, Peter M. Savin, Frank Stavis (ex-officio), Robert Siskin, Michael Suisman, Marjorie M. Waltman; and

Resolved: That the attached Bylaws be hereby adopted as the Bylaws of the Foundation.

Dated at West Hartford, Connecticut, this 20th day of May, 1993.


Jon O. Newman
Incorporator

**CONFIRMATION OF FILING
AND RECEIPT OF FEES**

61-304 REV. 2/89

STATE OF CONNECTICUT
Office Of The Secretary Of The State
Commercial Recording Division
30 TRINITY STREET, HARTFORD, CONNECTICUT 06106

NAME OF CORPORATION

ENDOWMENT FOUNDATION OF THE JEWISH FEDERATION OF GREATER HARTFORD, INC. THE

DOCUMENT FILED	FILING DATE	TOTAL FEES PAID
CERTIFICATE OF INCORPORATION	26/MAY/1993	\$65.00

The information shown above pertains to documents filed in this office on account of the corporation indicated. The filing date is the date endorsed on the document pursuant to Section 33-285 or 33-422 of the Connecticut General Statutes.

Any questions regarding this filing should be addressed to:

THE ABOVE ADDRESS

DOREEN FUNDILLER-ZWEIG
41 NORTH MAIN ST
WEST HARTFORD

CT 06107

CERTIFICATE OF INCORPORATION
OF
THE ENDOWMENT FOUNDATION OF THE
JEWISH FEDERATION OF GREATER HARTFORD, INC.



The undersigned incorporator, desiring to form a nonprofit corporation under the Nonstock Corporation Act of the State of Connecticut, does hereby certify:

ARTICLE I. NAME

The name of the Corporation shall be The Endowment Foundation of the Jewish Federation of Greater Hartford, Inc. (the "Foundation").

ARTICLE II. PURPOSE

The nature of the activities to be conducted and the purposes to be carried out by the Foundation are as follows:

A. To promote and support activities that are consistent with the purposes of The Hartford Jewish Federation, a specially chartered Connecticut corporation (the "Federation").

B. To pursue the foregoing objectives by: (i) soliciting and receiving gifts, contributions, grants, bequests and devises, including, but not limited to, funds properly transferred to the Foundation by the Federation; (ii) holding, investing and reinvesting, and managing and administering such monies or other property received; and (iii) making distributions of the foregoing monies for any proper purpose. In any case in which specific funds transferred to the Foundation from the Federation or received by the Foundation from any other source are subject to any express restriction on use for the benefit of Federation, its agencies, or for any one or more of the charitable purposes or activities of the Federation or to any other express condition, such transferred funds and the income therefrom shall be

distributed or otherwise utilized, in accordance with the provisions of this Section 2, solely in conformity with such restriction or condition.

C. To operate exclusively for charitable, educational and scientific purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code of 1986, as amended (the "Code") (or the corresponding provision of any future federal internal revenue law).

D. To engage, subject to the provisions of Article VI, in any lawful act or activity for which a corporation may be organized under the Connecticut Nonstock Corporation Act.

ARTICLE III. NONPROFIT CORPORATION

✓ The Foundation is a nonprofit corporation and shall not have or issue shares of stock or pay dividends.

ARTICLE IV. MEMBERSHIP

✓ The Foundation shall have no members.

ARTICLE V. BOARD OF TRUSTEES

The activities, business, property, and affairs of the Foundation shall be managed by a self-perpetuating Board of Trustees as prescribed in the Foundation's Bylaws.

At least seventy percent (70%) of the trustees shall be directors of the Federation at the time of a trustee's initial election to the Board of Trustees. In addition, the election of all trustees shall be subject to the approval of the Federation.

A trustee of the Foundation shall not be liable to the Foundation for a breach of duty as a trustee for monetary damages in an amount in excess of the compensation received by such trustee for serving the Foundation during the year of such breach (or lesser amount as may hereafter be permitted by

the Connecticut Nonstock Corporation Act), except to the extent such exemption from liability or limitation thereof is not permitted under the Connecticut Nonstock Corporation Act as currently in effect or as the same may hereafter be amended. No amendment, modification or repeal of this provision shall adversely affect any right or protection of a trustee that exists at the time of such amendment, modification or repeal.

ARTICLE VI. LIMITATIONS

✓ No part of the net earnings of the Foundation shall inure to the benefit of, or be distributable to its trustees, officers, or other private persons, except that the Foundation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes set forth in Article II. No substantial part of the activities of the Foundation shall be the carrying on of propaganda, or otherwise attempting to influence legislation, and the Foundation shall not participate in, or intervene in (including the publishing or distribution of statements) any political campaign on behalf of or in opposition to any candidate for public office.

Notwithstanding any other provision of this Certificate of Incorporation, the Foundation shall not conduct any activities not permitted to be carried on by a corporation exempt from federal income tax under Section 501(c)(3) of the Code (or the corresponding provision of any future federal internal revenue law), or by a corporation, contributions to which are deductible under Sections 170(c)(2), 2055(a)(2) and 2522(a)(2) of the Code (or the corresponding provisions of any future federal internal revenue law).

ARTICLE VII. FUNDAMENTAL CHANGES

The Board of Trustees, by a two-thirds vote of the then serving trustees, may at any meeting of the Board of Trustees called for such purpose, subject to the approval of the Federation:

A. Amend, in whole or in part, the Foundation's Certificate of Incorporation, except that no such amendment shall operate, other than in the manner provided in Paragraphs B and C of this Article, to terminate the deductibility of gifts to the Foundation for federal tax purposes, or the federal income tax exemption of the Foundation as an organization described in Section 501(c)(3) of the Code (or the corresponding provision of any future federal internal revenue law);

B. Merge, consolidate or sell assets under the provisions of Part VII of the Nonstock Corporation Act (or the corresponding provisions of successor statutes); and

C. Dissolve the Foundation.


ARTICLE VIII. DISSOLUTION

Upon the dissolution of the Foundation, the Board of Trustees shall, after paying or making provision for the payment of all the liabilities of the Foundation, transfer all of the remaining assets of the Foundation exclusively to the Federation, or its successor, provided it or its successor is then an organization described in Section 501(c)(3) of the Code, or if neither it nor any successor is then so described or exists, then to such organization or organizations organized and operated exclusively for charitable, education or scientific purposes as shall at the time qualify as an exempt organization or organizations under Section 501(c)(3) of the Code (or the corresponding provision of any future federal internal revenue law), for uses consistent with the charitable purposes of the Federation, as the

Board of Trustees shall determine.

Dated ^{west} at Hartford, Connecticut, this 20 day of May, 1993.

I hereby declare, under the penalty of false statement, that the statements made in the foregoing certificate are true.


Jon O. Newman
Incorporator

FILED
STATE OF CONNECTICUT

MAY 26 1993

Pauline R. Hyatt

SECRETARY OF THE STATE

By MS Time 5:12 P.M.

F.I. 10
Ftx 30
Exp 25
Exp \$65.00

Rec - Per
5/27/93
Doreen Furdiller -
Zweig
41 North MAIN ST
West HARTFORD, Conn
06107

AMENDED AND RESTATED BYLAWS

Adopted by the Board of Trustees

April 27, 2022

ARTICLE I. NAME

The name of the corporation is the Jewish Community Foundation of Greater Hartford, Inc. (the "Foundation").

ARTICLE II. PURPOSES

The nature of the activities to be conducted and the purposes to be carried out by the Foundation are to engage in any lawful act or activity for which a corporation may be organized under the Connecticut Revised Nonstock Corporation Act (or the corresponding provision of any future Connecticut nonstock corporation law) (the "Act")), and more particularly:

- A. To operate exclusively for religious, charitable, scientific, literary and educational purposes within the meaning of section 501(c)(3) of the Internal Revenue Code of 1986, as amended (or the corresponding section of any future federal tax law (the "Code")).
- B. To promote and support activities that are consistent with the purposes of the Jewish Federation of Greater Hartford (the "Federation").
- C. To (i) solicit and receive gifts, contributions, grants, bequests and devises, and any other transfers of property, real or personal, tangible or intangible; (ii) hold, invest and reinvest, and manage and administer such monies or other property received; and (iii) make distributions for any proper purpose.

In any case in which funds held by the Foundation are subject to any express restriction on use or to any other express condition, such funds shall be distributed, or otherwise utilized in conformity with such restriction or condition, unless, in the sole judgment of the Board of Trustees, the restriction or condition becomes in effect, unnecessary, incapable of fulfillment or inconsistent with the needs of the community served by the Foundation or the Foundation's charitable purposes. In that event, the Board of Trustees, in its sole discretion, may modify any restriction or condition on the distribution of funds and shall apply or use the funds, to the extent practicable, in a manner which closely approximates the charitable purpose of the funds as evidenced by the document setting forth the terms of the gift.

D. To serve as trustee or co-trustee of charitable remainder trusts, charitable lead trusts and other trust arrangements under which the Foundation, the Federation, a Federation beneficiary agency or any other charity is a charitable beneficiary.

ARTICLE III. TRUSTEES

Section 3.1. Number and Qualifications. The property and affairs of the Foundation shall be managed by a Board of Trustees of not fewer than 10 nor more than 16 voting trustees. The number of trustees shall be the number fixed by resolution of the trustees, or, in the absence of a resolution, the number of trustees serving at the close of the preceding annual meeting of the Foundation.

At least seventy percent (70%) of the trustees shall be directors, community trustees, life community trustees, or members of committees or task forces of the Federation at the time of a trustee's initial election to the Board of Trustees.

The Chair of the Federation shall serve as an *ex-officio* member of the Board of Trustees with the right to be counted in determining a quorum and shall be entitled to vote. Any service as an *ex-officio* member of the Board of Trustees shall not count against the term limits provided in Section 3.3 in the event that the Chair of the Federation is subsequently elected as a member of the Board of Trustees.

Section 3.2. Election of Trustees and Terms of Office. The Governance Committee, after consulting with the Chair of the Federation, shall submit a slate of nominees to the Board of Trustees for its consideration.

At each annual meeting of the Foundation, the Board of Trustees shall elect trustees, after considering the nominees submitted by the Governance Committee, to succeed the trustees whose terms are then expiring or to fill a vacancy caused by the death, resignation, or otherwise of a Trustee. The election of trustees shall be subject to ratification by the Federation. A failure of Federation to formally ratify the election within sixty (60) days of receiving notice of the election of new trustees shall be deemed approval of such election. Corporate action taken by the Board of Trustees during the sixty (60) day period after the election shall be valid notwithstanding the requirement of ratification by Federation.

The term of a trustee shall begin on July 1 following the annual meeting at which he or she is elected and shall continue until June 30 three years later and, unless a reduction in the size of the Board results in no successor being elected, until his or her successor is elected and qualified. If circumstances prevent the annual meeting from being held prior to the end of the fiscal year as provided in Section 4.2, the term of a trustee shall begin at the close of the annual meeting at which he or she is elected and shall continue as otherwise provided herein.

Section 3.3. Limitation on Terms. A trustee may serve a maximum of two consecutive three-year terms, and shall be eligible for re-election to the Board of Trustees after a hiatus of at least one year. If, upon the expiration of a trustee's second consecutive three-year term, the trustee is serving as Chair, Vice Chair, Secretary or Treasurer of the Foundation (or is nominated to serve or continue to serve in either office), then, in such event, the term of the trustee shall expire upon the conclusion of such person's term of office. If, upon the expiration of a trustee's second consecutive three-year term, the trustee is serving as a chair of a Standing Committee (and not then serving as Vice Chair, Secretary or Treasurer of the Foundation), then, in such event, the term of the trustee may be extended for not more than two years or until the conclusion of such person's service as a Standing Committee chair, whichever is sooner. Notwithstanding the above, no trustee shall serve more than twelve years in the aggregate; provided, however, that upon the completion of his or her term of office, the outgoing Chair of the Board shall be immediately eligible for nomination for a one-year term as a trustee.

Section 3.4. Resignation of Trustees. The written resignation of a trustee shall be effective upon its delivery unless the notice specifies a later date acceptable to the Foundation.

Section 3.5. Removal of Trustees. A Trustee may be removed by the affirmative vote of two-thirds of the then serving Trustees, provided that prior written notice of the meeting at which such action is to be taken shall have been sent to the Trustees.

Section 3.6. Vacancies. In case of any vacancy in the Board of Trustees caused by death, resignation, or otherwise, the remaining trustees, by a majority vote, may fill such vacancy for the unexpired portion of the current year of that term, even though such remaining trustees constitute less than a quorum, though the number of trustees at the meeting is less than a quorum, and though such majority is less than a quorum. A trustee elected pursuant to this Section is eligible to be elected for a full three-year term at the next annual meeting, and service for an unexpired portion of a year shall not count towards the two consecutive three-year term or twelve-year maximum lifetime term limits.

Section 3.7. Life Trustees. Notwithstanding the term limitations set forth in section 2.4, the Board of Trustees at its annual meeting may elect honorary Life Trustees, who may serve for their lifetimes. The number of Life Trustees shall not exceed 5.

Nominations for the election of Life Trustees shall be made by the Board of Trustees from those former trustees who have exhibited outstanding qualities of leadership and dedication to the Foundation and the Greater Hartford Jewish community, as determined in the sole discretion of the Board of Trustees.

Life Trustees shall be invited to attend and participate in deliberations of the Board of Trustees at its regular meetings, but they shall not be counted toward a quorum at meetings nor shall they be entitled to vote. They shall undertake such activities and shall have such other duties as shall be determined by the Chair from time to time.

Section 3.8. Compensation. No trustee shall receive compensation for services rendered to the Foundation in such capacity, but trustees shall be entitled to reimbursement for reasonable and necessary expenses actually incurred in connection with the performance of their duties, and, subject to the Foundation's conflicts of interest policy, may receive reasonable compensation for services performed in other capacities for or on behalf of the Foundation.

ARTICLE IV. MEETINGS OF TRUSTEES

Section 4.1. Regular and Special Meetings. Regular meetings of the Board of Trustees shall be held at least four (4) times each year at such times and places as the Board of Trustees shall from time to time determine. Special meetings of the Board of Trustees may be held whenever the Chair or a majority of the Board of Trustees may deem it advisable, upon at least two days written notice, unless otherwise provided in these bylaws, and shall be called by the Chair within 14 days of receipt of a written request of a majority of the Board of Trustees.

Section 4.2. Annual Meetings. Annual meetings of the Foundation shall be held prior to the close of the Foundation's fiscal year, or as soon as practicable thereafter, at such time and place as the Chair shall designate, for the purpose of electing trustees and officers for the ensuing year and transacting such other business relating to the affairs of the Foundation as may properly come before the meeting.

Section 4.3. Quorum and Vote Required for Action. At all meetings of the Board of Trustees, a quorum shall consist of a majority of the trustees then in office. Except as otherwise provided by law, by the Foundation's Certificate of Incorporation or by these bylaws, the affirmative vote of a majority of the trustees present when a quorum is present shall constitute the act of the Board of Trustees.

Section 4.4. Action Without a Meeting. If all trustees having a right to vote consent in writing (including without limitation by any lawful electronic means) to any action taken or to be taken by the Foundation, the action shall be as valid as if it had been authorized at a meeting duly called and held of the Board of Trustees, and such written consent or consents shall be filed with the corporate records.

Section 4.5. Participation through Other Means of Communication. A trustee may participate in a meeting of the Board of Trustees by any means of communication by which all trustees participating may simultaneously hear one another during the

meeting. A trustee participating in a meeting in this manner shall be deemed to be present in person at such meeting.

Section 4.6. Notice and Waivers of Notice. Notice given in accordance with these bylaws may include notice by any electronic means. A trustee may waive any notice of a meeting before or after the time stated in the notice. The waiver shall be in writing, signed by the trustee entitled to the notice and filed with corporate records. In addition, a trustee's attendance at or participation in a meeting shall constitute a waiver by such trustee of notice of the meeting unless the trustee, at the beginning of the meeting, or promptly upon his or her arrival, objects to holding the meeting or transacting business at the meeting and does not thereafter vote for or assent to action taken at the meeting.

ARTICLE V. OFFICERS

Section 5.1. Officers. The officers of the Foundation shall be a Chair, one or more Vice Chairs, a President, a Secretary, a Treasurer, and such other officers as the trustees may from time to time deem necessary or desirable. Any two or more offices may be held by the same person, except that the person serving as Secretary may not also serve as either the President or Chair. Each officer shall perform such other duties as may be assigned to him or her, or specifically required to be performed by him or her, by these bylaws, by the Board of Trustees or by the Chair. Except as otherwise permitted under the Act, in the event of an emergency between regular meetings of the Board of Trustees and if a quorum for a special meeting of the Board of Trustees cannot be achieved, then a majority of the then serving officers may take action.

Section 5.2. Election, Term of Office and Vacancies. The officers of the Foundation, except for those officers, if any, who may be paid employees of the Foundation, shall be elected by the trustees from among their number. Officers shall hold office for two-year terms beginning on July 1 following the annual meeting at which they are elected and ending on June 30 two years later, and until their successors have been elected and qualified. If circumstances prevent the annual meeting from being held prior to the end of the fiscal year as provided in Section 4.2, the term of each officer shall begin at the close of the annual meeting at which he or she is elected and shall continue as otherwise provided herein. In no event shall the Chair serve in office for more than three consecutive two-year terms. Vacancies may be filled or new offices may be established and filled at any meeting of the Board of Trustees.

Section 5.3. Chair. The Chair shall preside at all meetings of the Board of Trustees and perform such duties as may be assigned by the Board of Trustees. The Chair shall be an *ex-officio* voting member of all committees.

Section 5.4. Vice Chair. It shall be the duty of a Vice Chair, in the absence or disability of the Chair, to perform the Chair's duties. In the event there are two or more Vice Chairs, the trustee most senior in board service serving as Vice Chair shall carry out the Chair's duties.

Section 5.5. President. The President shall be the Chief Executive Officer of the Foundation and an employee of the Foundation. The President shall generally supervise, direct and control the business of the Foundation, subject to the control of the Board of Trustees. The President shall be responsible for implementing or causing to be implemented the resolutions, actions and policies of the Board of Trustees and for consulting with and advising the Board of Trustees with respect to the achievement of the mission of the Foundation and the conduct and management of the affairs of the Foundation. The President shall not be a member of the Board of Trustees, but shall be present at Board meetings in an informational and advisory capacity, unless otherwise directed by the Board of Trustees.

Section 5.6. Treasurer. The Treasurer shall serve as the Chair of the Finance Committee and make a report at each regular Board meeting regarding the finances of the Foundation. S/he shall oversee the annual budget preparation process, present the budget to the Board of Trustees for approval and provide general oversight of the fiscal policies and procedures of the Foundation.

Section 5.7. Secretary. It shall be the duty of the Secretary to ensure that accurate minutes of all meetings of the Board of Trustees are taken and approved; that proper notice is given of all meetings of the Board of Trustees; that records of the Foundation are maintained as required by law and made available when required by authorized persons; and, in general, to perform all the duties incident to the office of Secretary.

Section 5.8. Removal. The Board of Trustees, may, by the affirmative vote of a majority of the then serving trustees, remove any officer of the Foundation from office at any time, with or without cause, regardless of the term for which such officer may have been elected or appointed, but without prejudice to an employee/officer's contract rights, if any.

Section 5.9. Resignation. The written resignation of an officer shall be effective upon its delivery unless the notice specifies a later date acceptable to the Foundation.

ARTICLE VI. COMMITTEES OF THE BOARD

Section 6.1. Creation. The Board of Trustees may designate any two or more trustees and other persons to constitute such standing or ad hoc committees as it believes are necessary and prudent for the management of the business and affairs of the

Foundation. A chair of each committee shall be selected by the Chair of the Foundation and shall serve at the pleasure of the Chair of the Foundation.

Committees shall have such functions and may exercise such power of the Board of Trustees as may be delegated under the Act or as may be provided in these bylaws or in the resolution or resolutions creating such committee or committees. The Board may abolish any committees, including ones established under these bylaws, and may alter the functions and power of any committees.

The creation of such Committee or committees shall not operate to relieve the Board of Trustees, any individual trustee, or the officers of any responsibility imposed on such persons by law.

The Board of Trustees shall have the following standing committees: Audit Committee, Finance Committee, Investment Committee, Grants Committee, Governance Committee and such other committees as may be created in accordance with these bylaws.

Section 6.2. Audit Committee. The Audit Committee shall be responsible for the oversight of the: (1) safeguarding of assets; (2) quality and integrity of accounting; (3) reporting and internal control practices; and (4) independent audit of the Foundation. It shall recommend to the Board of Trustees the engagement of the Foundation's independent auditors, discuss with the independent auditors their audit procedures, including the proposed scope of the audit, the audit results and the accompanying management letter and, in connection with determining their independence, review the services performed by the independent auditors. The Audit Committee shall also ensure evaluation of the risk faced by the Foundation, assess its control objectives and whether these objectives have been met, receive risk assessments from the independent auditors and from management, and obtain from the independent auditors and management an understanding of the key control issues facing the Foundation and monitor progress on those issues.

Section 6.3. Finance Committee. The Finance Committee shall be responsible for the overall direction and control of the finances of the Foundation, including the preparation of the annual budget, a quarterly review of operating and capital revenues and expenses and a review of sources of funds.

Section 6.4. Investment Committee. The Investment Committee shall be responsible for the investment of the assets held by the Foundation in accordance with such policies as may be adopted by the Board of Trustees from time to time. The Investment Committee shall review investment reports at least quarterly, review investment policies and procedures, make recommendations to the Board concerning changes to such policies and procedures, and authorize investments in accordance with Board policies and procedures. The Investment Committee shall report on its activities at regular Board of Trustees meetings.

The Investment Committee may retain and discharge corporate fiduciaries and professional investment advisors, consultants and managers.

Section 6.5. Governance Committee. The Governance Committee is responsible for identifying and nominating qualified trustee candidates for election to the Board, assessing the participation and engagement of trustees and developing and reviewing succession plans for trustees, officers and executive staff. In addition, it shall monitor all matters involving corporate governance, oversee compliance with ethical standards and make recommendations to the Board of Trustees on governance matters. The Governance Committee shall meet at least two times each year.

Section 6.6. Grants Committee. The Grants Committee shall recommend to the Board of Trustees grants to be awarded from unrestricted funds of the Foundation through a competitive grants process. As part of its deliberations, the Grants Committee shall consider community funding priorities, if any, established from time to time through a collaborative process involving the Foundation and Federation.

Section 6.7. Terms. Except as provided in the remaining provisions of this section, a committee member shall serve for a period of three years commencing at the close of the meeting at which the member is appointed. There shall be no maximum term limit or a hiatus requirement.

A new Committee member appointed to replace a former member whose term was not completed shall initially serve during the remaining term of the former member.

Section 6.8. Meetings. Each committee shall meet with sufficient frequency to accomplish its assigned functions.

Section 6.9. Quorum. A majority of the members of each Committee shall be necessary to constitute a quorum.

Section 6.10. Manner of Acting. The vote of a majority of the members of a committee present at any meeting at which there is a quorum shall be the act of such committee.

Section 6.11. Minutes. Each Committee shall keep regular minutes of its proceedings and report its activities and recommendations to the Board of Trustees.

Section 6.12. Committee Chairs. Each Committee shall be chaired by an individual appointed by the Chair of the Board. With respect to Standing Committees, all Committee chairs shall be members of the Board of Trustees. Notwithstanding the foregoing, with respect to Committee chairs then serving when the bylaws amendment incorporating this change is adopted, the requirement that chairs of Standing Committees be members of the Board may be suspended for up to two years by the

Chair of the Board in said Chair's sole discretion to allow for an orderly succession of Committee chairs.

ARTICLE VII. MANAGEMENT AND DISTRIBUTION OF FUNDS

Section 7.1. Acceptance of Gifts. The Chair, Vice Chair(s) or President shall have the power to accept gifts and transfers of property to the Foundation and any one of them shall be empowered to sign gift instruments including trust agreements in the name of and on behalf of the Foundation subject to policies, guidelines and procedures adopted by the Foundation from time to time.

The Foundation may accept property subject to gift instruments that impose no restriction on use, that designate that the income or assets are to be used for one or more public charities, or used for specific charitable purposes, or that designate the donor or another person to have advisory privileges with respect to charitable distributions. It may also accept charitable funds transferred from organizations described in section 501(c)(3) of the Code with purposes consistent with those of the Foundation. The Foundation may categorize such gifts into fund types based on restrictions on use or as may be prescribed by applicable law or nonprofit organization or community foundation best practices.

Section 7.2. Commingled Assets. Assets of the Foundation whether allocated to a specific fund or to a general fund, or held as a custodian or trustee, may be commingled for purposes of investment and management or retained in the form in which originally contributed or acquired. Accurate records shall be kept of the allocable share of earnings, realized and unrealized gains and losses of each of the funds held by the Foundation, and additions to and disbursements from each of such funds and trusts.

Section 7.3. Spending Policy. The Foundation shall follow a spending policy established by the Board of Trustees from time to time that is designed to lessen the risk that the real value of the Foundation's assets will be eroded by inflation over time and to ensure that the amount of funds available to carry out the Foundation's charitable purposes as a result of its investments is insulated from fluctuations in rates of return.

The trustees in their discretion may alter the amount paid or committed for charitable grantmaking and operating expenses by the application of the spending policy in effect from time to time to prevent distortions resulting from extraordinarily large gifts or distributions during the period used in calculating the amount available for spending or arising from other causes.

Section 7.4. Distribution of Net Income. As used in these bylaws, the term "net income" shall mean the amount that may be distributed under Foundation's spending policy in effect from time to time.

The Board of Trustees shall determine grants to be awarded and paid from the net income of unrestricted funds. No such grants shall be made unless notice of the meeting describing the grants to be considered shall be given prior to the meeting at which they will be considered. The Board of Trustees shall award grants from all other funds in accordance with the terms of the instruments governing such funds.

Section 7.5. Distribution in Excess of Net Income. The Board of Trustees may make distributions in excess of net income from unrestricted funds held by the Foundation, with approval of such distributions to be made in the following manner:

(a) By the affirmative vote of two-thirds of the then serving trustees, the Board of Trustees may authorize distributions in excess of net income in any one year not to exceed, in the aggregate, 10% of the value of the assets comprising the unrestricted funds held by the Foundation at the time; and

(b) By the affirmative vote of three-fourths of the then serving trustees, and the approval of the Federation, the Board of Trustees may authorize distributions in excess of net income in any one fiscal year not to exceed, in the aggregate, 25% of the value of the assets comprising the unrestricted funds held by the Foundation at the time.

ARTICLE VIII. GENERAL MATTERS

Section 8.1. Fiscal Year. The fiscal year of the Foundation shall end on June 30, unless the Board of Trustees designates otherwise.

Section 8.2. Reports. Summary reports of Foundation investments, revenues, additions and disbursements shall be prepared and submitted to the Board of Trustees at each regular meeting. A report of the Foundation's progress shall be given at the annual meeting of the Federation.

Section 8.3. Annual Audit. An annual financial statement audited by a certified public accountant shall be prepared as soon as practicable after the end of the Foundation's fiscal year. The Foundation shall provide the Federation with a copy of its audited financial statement on an annual basis.

ARTICLE IX. INDEMNIFICATION

The Foundation shall indemnify trustees, officers, employees and agents of the Foundation to the fullest extent permitted by law, including, without limitation, section 33-1116 et seq. of the Connecticut General Statutes. In addition, the Foundation may advance expenses to the fullest extent permitted by law to such persons for the purpose of paying legal expenses in the defense of any claim for which indemnification may be

available, and may purchase and maintain insurance to provide such persons greater indemnification than that permitted by law.

ARTICLE X. CONFLICTS OF INTEREST

The Foundation shall adopt a policy addressing potential conflicts of interest on the part of its trustees, committees and staff.

ARTICLE XI. AMENDMENTS

The Board of Trustees, with the approval of the Federation, may alter, amend or repeal any or all of the provisions of these bylaws by the affirmative vote of two-thirds of the then serving trustees, provided that prior written notice of the meeting at which such action is to take place shall have been sent to the trustees, and provided further that no bylaws provision prescribing the vote required for a specific action shall itself be amended by a lesser vote.

Code of Ethics Conflict of Interest Policy

I. Code of Ethics

The Jewish Community Foundation (the Foundation or JCF) is responsible for the stewardship of resources of the Greater Hartford Jewish community and believes it should be held accountable for the use of community resources it is privileged to hold. As such, the Foundation believes as a fundamental principle that the organization should adhere to the highest ethical standards.

Any code of ethics must be built on a foundation of shared values. JCF values:

- Accountability and transparency
- Openness, honesty, trust, and integrity,
- Innovation and excellence,
- Diversity and inclusiveness, and
- Respect, fairness and justice

These values inform and guide the actions that the Foundation should take in developing policies and informing our daily practices. Our code of ethics includes the following:

Personal and Professional Integrity – Foundation staff, board members and volunteers shall act with honesty, integrity and openness in all their dealings as representatives of the organization. The Foundation promotes a working environment that values respect, fairness and integrity.

Legal Compliance – The Foundation will be diligent in compliance with laws, regulations and applicable conventions that govern and regulate our organization.

Inclusiveness and Diversity – The Foundation shall have a policy of promoting inclusiveness including a commitment to inclusiveness in hiring, retention, promotion and board recruitment.

Information Confidentiality - The need for a free and open internal discussion of all activities of the Foundation, as well as the possibility that activities of the Foundation may impact other organizations, require that confidential information received as a Board or committee member or as a member of the Foundation's staff be kept confidential and not disclosed to others.

Stewardship and Conduct – The Foundation shall manage its funds responsibly and prudently and all Board members, staff and volunteers will act at all times in accordance with the highest ethical standards and in the best interest of the Foundation, its donors, constituents, and organizational reputation.

Ethical and responsible behavior requires that each individual exercise sound independent judgment. It is expected that Board and committee members, as well as employees, will be guided by these ethical standards in making the right choices regarding matters that may be encountered when engaging in activities that could reflect on the Foundation.

II. Conflicts of Interest Policy

The Jewish Community Foundation is committed to fairness and transparency in the conduct of all of its activities. The Foundation recognizes that its Trustees, committee members and employees will involve themselves with organizations, charitable causes and other endeavors which may intersect with the affairs of the Foundation. This means that, from time to time, potential conflicts of interest, or the appearance of such conflicts, will inevitably arise. It is the Foundation's policy to deal with such conflicts in an open and appropriate manner.

This conflict of interest policy requires disclosure of financial and other interests and mandates abstention from decision-making actions when a potential for conflict exists. Since the appearance of bias or conflict can be as damaging to the Foundation as the existence of an actual conflict, these principles are intended to preclude any such appearance of conflict.

This policy is intended to supplement but not replace any applicable state and federal laws governing conflict of interest applicable to charitable organizations, specifically including sections 33-1127 to 33-1130 of the Connecticut Revised Nonstock Corporation Act concerning "Director's Conflicting Interest Transactions."

(1) Potential Conflicts. Trustees, committee members and staff members and members of their families associated with the Foundation must be alert to situations in which a conflict or potential conflict of interest could arise. These situations may be ones in which the individual is in a position to benefit personally, either directly or indirectly, or is in a position of serving interests that compete with the best interests of the Foundation. Affiliations that could lead to conflicts of interest include, but are not limited to, serving as a board member, committee member or employee of a current or potential grantee (other than the Jewish Federation of Greater Hartford), vendor or service provider, or doing business with a current or potential grantee, service provider, or vendor.

(2) Duty to Disclose. Trustees, members of committees and employees of the Foundation are expected to fairly and fully disclose any affiliation they or family members have which could affect their ability to fulfill their role in the affairs of the Foundation in an impartial manner. For this purpose, the term "family member" includes a spouse or domestic partner, parents, siblings, children and grandchildren, and the spouses or domestic partners of children, grandchildren and siblings.

Disclosure of any affiliations that could lead to a conflict or appearance of a conflict should be made *prior to* any discussion of the matter under consideration. Once such disclosure has been made, the Chair of the Board, committee chair or President, as may be appropriate, will determine whether or not an actual or apparent conflict of interest exists.

Appropriate disclosures of affiliations of Trustees, committee members and staff members or members of their families with any prospective grantee, service provider or vendor will be incorporated into relevant Board or committee meeting minutes.

(3) Abstention from Foundation Decision Making. In any situation in which a conflict of interest or appearance of conflict exists, the disclosing Trustee, committee member or employee shall abstain from voting and shall not participate in the discussion of the matter under consideration

other than to answer specific questions that may be raised by others at the meeting. The abstention shall be formally noted in the Foundation's minutes. The Board or committee, in the sole discretion of a majority of its members present at the meeting, shall have the right to review and discuss the matter without the affected individual being present.

(4) No Material or Financial Benefit. The Foundation shall pay no more than fair market value for services or property provided by an employee, other service provider or vendor. Incidental and intangible benefits to persons affiliated with the Foundation, such as name recognition or public acknowledgment, are permitted.

The Foundation will not customarily make grants to, or contract with, organizations which employ affiliated persons. The President, with the concurrence of the Chair of the Board of Directors, may approve exceptions to this policy when the work of the Foundation will be furthered by such actions or where the grant or contract will not affect the job or compensation of the affiliated person in question. No significant personal benefit of any nature may be derived by any affiliated person from any such organization.

(5) Investment Activities. Trustees, committee members and staff members and members of their families associated with the Foundation's investment activities have a paramount obligation to make all decisions affecting investments solely on the basis of the Foundation's best interests. This requires that they be alert to situations in which a conflict or potential conflict of interest could arise and apply the strictest ethical standards in determining whether such a conflict exists and resolving any real or apparent conflicts.

To make such scrutiny possible, Trustees, committee members and staff members are required to promptly disclose to the President any present or past business connections they or their family members have or have had with any present or proposed manager of the Foundation's assets or any other organization or individual with which the Foundation has, or considers having, an investment relationship. Such disclosure is not necessary when the relationship with an investment manager is purely through ownership of shares in a public mutual fund managed by the firm in question, where such shares constitute less than 2% of the total outstanding shares. Trustees, committee members and staff members shall not wrongfully use or disclose confidential investment information obtained in the course of Foundation business.

(6) Annual Disclosure Statements. The Foundation will annually distribute to each Trustee, committee member and staff member a form for listing the nonprofit and for-profit organizations with which such person and members of his or her family are affiliated, as well as certain financial relationships. Each Trustee, committee member and staff member is responsible for completing and updating these annual disclosure statements and returning them to the Foundation office. Those having no such affiliations need only affirm this fact on the annual disclosure statement.

III. Compliance Policy (sometimes referred to as the "whistleblower" policy)

The Jewish Community Foundation of Greater Hartford (JCF) is committed to lawful and ethical behavior in all of its activities and requires Board members, committee members and employees to conduct themselves in a manner that complies with all applicable laws and

regulations. This Policy is intended to encourage employees and others to raise serious concerns without fear of retaliation in any form.

(1) Reporting. Trustees and committee members who believe that someone has violated the Foundation's conflict of interest policy or has engaged in illegal activity should promptly express their concern to the Chair of the Audit Committee or to the Chair of the Board of Trustees. Staff should promptly report the issue to the Foundation's President. If management is unresponsive or has itself violated the policy or engaged in suspected illegal activity, staff should report their concerns directly to the Chair of the Foundation's Audit Committee.

(2) Investigation and Confidentiality. The Foundation will thoroughly investigate reports of violations or suspected illegal activity, and all those involved are required to cooperate with such investigations. The Foundation will act as discreetly as reasonably possible, providing information on a "need to know basis." The Foundation will promptly take corrective action if it concludes that there is a problem after completing its investigation.

(3) Procedures to manage conflicts. When a potential conflict of interest is disclosed to the Chair of the Audit Committee, the Chair of the Board of Trustees or the President, steps will be promptly taken to determine whether a conflict exists, and whether to: (1) take no action; (2) assure full disclosure to the Board, committee or others; (3) ask the individual to recuse him/herself from participation in discussions or decision making concerning the matter at hand; or (4) ask the individual to resign from his or her position or, if the individual refuses to resign, initiate possible removal in accordance with the Foundation's bylaws.

The Foundation's President and Vice President Finance will make reasonable efforts to monitor proposed or ongoing transactions for conflicts of interest and disclose them to the Chair of the Audit Committee and Chair of the Board of Trustees in order to deal with potential or actual conflicts, whether discovered before or after the transaction has occurred.

(4) No Retaliation. The Foundation will not discharge or discriminate against any individual for allegations made in good faith or for participation in any investigation.

- a) **Employees** – The Foundation will strongly discipline any employee who threatens or retaliates against such individuals who have made such allegations. Staff should act reasonably and in good faith during any complaint and investigation process.
- b) **Volunteer Leaders** – For any volunteer who threatens or retaliates against an individual (professional employee or volunteer) for making allegations in good faith or for participating in any investigation it will be considered grounds for removal from their position as Trustee, Committee Chair or Committee member.

(5) Compliance Officer. The Foundation's President is the compliance officer and is responsible for policing and enforcing the code of ethics and related conflict of interest policy. Should the Foundation's Board of Trustees deem, in its sole discretion, that s/he is compromised in fulfilling his/her duties, the Chair of the Audit Committee will serve as compliance officer.

(6) Discipline. Violating Foundation policies or engaging in illegal activity may lead to discipline up to and including immediate termination of employment.

IV. Annual Review of Activities

To ensure that the Foundation operates in a manner consistent with its charitable purposes and that it does not engage in activities that could jeopardize its status as an organization exempt from federal income tax, periodic reviews shall be conducted. The annual review shall include, at a minimum, the following subjects: (1) whether the Foundation provided personal loans to Trustees or employees; (2) whether compensation arrangements and benefits are reasonable and the result of arm's length transactions; (3) whether agreements for services, property, facilities, etc. are reasonable and the result of arm's length transactions; and (4) whether agreements for services, property, facilities, etc. further the Foundation's charitable purposes and do not result in inurement or impermissible private benefit.

This Code of Ethics and Conflict of Interest Policy was approved on December 31, 2005 and most recently amended on June 7, 2013.

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Statement of Inclusion

The mission of the Jewish Community Foundation of Greater Hartford (the Foundation) is to unlock the transformative power of personalized and collective philanthropy to:

- solve problems
- strengthen community organizations and
- provide permanent support for our Jewish community.

In this work, the Foundation strives to be a model of diversity and inclusion and seeks to make our Board of Trustees, staff, and volunteers reflect the many faces, cultures and walks of life that proudly make up the community we serve.

We value and embrace diversity in its many forms including, but not limited to: ethnicity, race, religion, gender, sexual orientation and identification, age, economic circumstance, class, disability, geography, and philosophy. We believe that bringing diverse individuals together allows us to more effectively address the issues that face our community. It is our aim, therefore, that our partners, strategies and investments reflect these core values.

We believe that diversity and inclusion remain vital to achieving our mission, living our values and advancing the goal of helping to repair our world. We seek to foster and promote an inclusive environment that leverages the unique contributions of diverse individuals and organizations in all aspects of our work.

We take the broadest possible view of diversity, going beyond visible differences to affirm the essence of all individuals including the realities, background, experiences, skills and perspectives that make each person who they are. We believe that engaging the power of diverse talent and partners results in innovative solutions and the community ownership necessary to address real and meaningful community challenges.

JCF Committees FY 2023

Audit	JewGood Hartford	Grants	Governance	Investment
Adam Cohen, Chair	Devorah Donnell	Sid Ulreich, Chair*	Merrill Mandell, Chair*	Jay Spivak, Chair
Adam Greene	Justin Eisenberg	Alan Mendelson	Gayle Temkin*	Brian Fierston
Michele Kostin	Aaron Kaufman	Anne Martha Pitegoff	Steve Kleinman	Gerry Goldberg*
Gayle Temkin*	Erica Lorenzo, Co-chair	Arnold Greenberg	Walter Harrison*	Bob Goldfarb**
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Elysa Graber-Lipperman*	Sydney Feinstein	Ben Adler	Elysa Graber-Lipperman*	Alan Mendelson
Ray Weinstein	Elana MacGilpin (Staff)	Ed Leshem	Leigh Newman	David Miller**
Rhona Morgan (Staff)		Ethan Goldman*	Rachel Rubin*	David Roth
Christine Kelly (Staff)	Lillian Fund	Jessica Zachs	Jacob Schreiber (Staff)	Gayle Temkin*
Jacob Schreiber (Staff)	Karen Binkhorst, Co-chair	Gayle Temkin*		Susie Lotreck (Staff)
	Lauren Drazen	Lee Pollock	Board of Trustees	Rhona Morgan (Staff)
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Gayle Temkin*	Debbie Kleinman	Josh Feldman	Gerald Goldberg, Secretary	
Naomi Kleinman*	Randi Piaker	Ted Kaplan	Elysa Graber-Lipperman, Treasurer	*Trustee
Steve Kleinman	Lauren Tafrate	Michael Elfenbaum (Staff)	Jessica Fish	**Life Trustee
Leigh Newman	Melissa Weinstock	Jacob Schreiber (Staff)	Dana Keller	
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Chuck Ward	Debbie Mehlman	Merrill Mandell, Chair*	Walter Harrison	
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Christine Kelly (Staff)	Elana MacGilpin (Staff)	Julie Spivak*	Cyral Sheldon	
Jacob Schreiber (Staff)		Alan Solinsky*	Julie Spivak	
		Michelle Boxer	Alan Solinsky	
CEO Search Committee		Beth Papermaster	Naomi Kleinman	
Naomi Kleinman, Chair*		Debra Rostowsky	Tracy Smith	
Elysa Graber-Lipperman*		Michael Elfenbaum (Staff)	Life Trustees	
Gerald Goldberg*			Dave Miller	
Walter Harrison*			Thomas Divine	
Dave Miller**			Blanche Goldenberg	
Leigh Newman			Robert Goldfarb	
Gayle Temkin*				
Jacob Schreiber (Staff)				

**BOARD OF TRUSTEES AND OFFICERS
FY2023**

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Tracy Smith 17 Penwood Road Bloomfield, CT 06002 <i>cell</i> 860.751.9418 <i>e-mail</i> tcsmith95j@gmail.com	n/a
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Messaging Materials

The Marketing Department conducted one-on-one discussions with select Lay Leaders, employees and Board Members regarding strategic communications for the Foundation. During these discussions, our stakeholders asked for help in explaining to their peers the Foundation's unique products and services. As a result, the Marketing Department created Messaging Materials including:

- ✓ Federation and Foundation Collaborative Partnership
- ✓ Elevator speech with examples
- ✓ Fact Sheets for each fund

The next few pages of this packet feature some of the fact sheets. The Foundation also published a general brochure, which is in the inside left pocket of this packet.

If you would like to receive additional fact sheets, or have questions or comments about Marketing, we'd love to hear from you. Please contact Maureen O'Connell, Marketing Director, by email: moconnell@jcfhartford.org, or by cell phone: 857.636.0938.



JEWISH COMMUNITY FOUNDATION
OF GREATER HARTFORD
CELEBRATING 50 YEARS: 1972-2022

Scholarship Funds Invest in Future Leaders



*Your fund
supports
transformative
experiences
for students
that reflect
your values.*

Scholarship Funds

These endowed funds help students pursue their education at school and through immersive learning experiences in Israel and summer camps.

Help Students Achieve Success

The Foundation currently awards approximately \$85,000 annually in college scholarships and about \$60,000 in Israel Experience Scholarships. Our Scholarship Committee carefully considers each application and supports students during the application process. Donors receive letters and updates on students and their successes over time, including personal thank-you notes from grateful recipients.

(continued on reverse)



JEWISH COMMUNITY FOUNDATION

OF GREATER HARTFORD

CELEBRATING 50 YEARS: 1972-2022

SCHOLARSHIP FUNDS

Scholarship Funds

Invest in Future Leaders *(continued)*

How It Works

- Select the criteria or organization you want to support, in consultation with Foundation staff, and name your fund.
- Provide a gift of \$25,000 or more (e.g., cash, stocks, real estate, or other assets).
- Your endowed fund is pooled into a diversified portfolio, managed by expert investment professionals, to maximize current grant dollars available while preserving the principal in perpetuity.
- Every year, approximately 4 percent of the asset value of your fund is granted to your designated beneficiary while we continue to maintain, invest and grow your fund's assets.
- Our Scholarship Committee annually reviews applications and awards scholarships to students matching your criteria.
- The Foundation handles all administrative requirements and provides you with detailed reports of your fund activity.

Example of Scholarship Grants in Action

Two Holocaust survivors left a generous gift in their estate 20 years ago to create The Leizor and Barbara Kessel Scholarship Fund. Granting more than \$575,000, the Fund has helped 150 students pursue their dreams.

Explore Your Giving Goals

Our expert staff is ready to help you. Please contact Kathryn Gonnerman, VP of Philanthropy, at 413-475-0415 or kgonnerman@jcfhartford.org.



JEWISH COMMUNITY FOUNDATION

OF GREATER HARTFORD

CELEBRATING 50 YEARS: 1972-2022

Endowments

Maximize Your Giving Power Forever



Endowment funds ensure that a cause, organization, or program you care about receives steady financial support — forever.

About Endowment Funds

An endowment fund is a charitable fund that provides a stable annual income to its beneficiary, while maintaining — and often growing — the original value of the investment dollars in perpetuity. Donors or a board of directors can set up endowment funds to support a specific organization, program or cause. Many organizations rely on endowment income to supplement their annual income streams as a reliable way to help ensure their long-term stability.

An endowed fund is like an apple tree. Every year, the tree bears apples, which are harvested. But the tree itself remains strong and able to provide fruit year after year. Similarly, an endowment fund provides an annual distribution, much like an annual apple harvest, while its original investment remains whole, so distributions can be made each year.

How Endowment Works

When you make an endowment gift, the dollars are invested in perpetuity to ensure that your gift will always maintain its buying power and maximize
(continued on reverse)



JEWISH COMMUNITY FOUNDATION

OF GREATER HARTFORD

CELEBRATING 50 YEARS: 1972-2022

ENDOWMENTS

Endowments

Maximize Your Giving Power Forever *(continued)*

How Endowment Works *(continued)*

generous distributions every year. JCF has hundreds of named endowment funds, each with a specific purpose and beneficiary. A percentage of each fund's assets is granted to your chosen beneficiary on a regular basis.

Example of the Power of Endowment in Action

Frank Kavitsky z"l left a legacy gift of \$1.2 million in 1998 to the Foundation that has provided remarkable support every year. His legacy will continue for generations because he entrusted the Foundation with a planned gift before he passed away. His endowed fund has granted out nearly \$1 million to the **Jewish Federation of Greater Hartford**, and his fund's balance is now \$1.5 million — \$300,000 more than his original gift — thanks to smart investment choices.

Sample Endowment Calculator*

Here is an illustrative example of how a \$10,000 gift could grow over the next 10 years.

\$10,000 over 10 years			
Years Invested	Fund's Annual Growth	Grant Dollars Available Annually	Fund Net Value
1	\$700.00	\$400.00	\$10,200.00
2	\$714.00	\$408.00	\$10,404.00
3	\$729.00	\$417.00	\$10,612.08
4	\$743.00	\$425.00	\$10,824.32
5	\$758.00	\$433.00	\$11,040.81
6	\$773.00	\$442.00	\$11,261.62
7	\$789.00	\$451.00	\$11,486.86
8	\$805.00	\$460.00	\$11,716.59
9	\$821.00	\$469.00	\$11,950.93
10	\$837.00	\$479.00	\$12,189.94

Make Your Endowment Gift

Our expert staff is here to help you. Please contact Kathryn Gonnerman, VP of Philanthropy, at 413-475-0415 or kgonnerman@jcfhartford.org.

*The illustration should not be relied upon as endowment fund advice. The investment projections, outcomes and other information here are hypothetical in nature and do not reflect actual investment results. Projections assume annual return of 7%, administration fees of 1.00% and an annual distribution rate of 4.0%. Formulas assume one distribution per year.



Designated Funds

Support Your Favorite Causes Forever



Every fund holds a story, and you can tell yours through your Designated Fund.

Designated Funds are endowment funds that ensure your favorite nonprofit organizations and causes receive an annual stream of income - forever - to help them sustain a vibrant future. You can honor your family or the memory of a loved one by naming the fund after them.

How It Works

- Select the cause or organization you want to support and name your fund (e.g., the Smith Family Fund).
- Provide a gift of \$5,000 or more (e.g., cash, stocks, real estate, or other assets), or build up to this level over two to five years.
- Your endowed fund is pooled into a diversified portfolio, managed by expert investment professionals, to maximize current grant dollars available while preserving the principal in perpetuity.

(continued on reverse)



JEWISH COMMUNITY FOUNDATION

OF GREATER HARTFORD

CELEBRATING 50 YEARS: 1972-2022

Designated Funds

Support Your Favorite Causes Forever *(continued)*

How It Works *(continued)*

- Every year, approximately 4 percent of the asset value of your fund is granted to your designated beneficiary while we continue to maintain, invest and grow your fund's assets.
- The Foundation handles all administrative requirements and provides detailed reports to you and your beneficiary.

Support What Matters Most to You

Each year, we distribute approximately \$2 million in grants from Designated Funds. These grants allow beneficiaries to continue their important work, such as feeding the hungry, educating students, and supporting new programs at synagogues.

Example of Grants in Action

The Edith B. Goldberg and Ruth D. Goldberg Memorial Fund supports social group activities for Holocaust survivors, and Jewish Book Club and fitness programs for over 500 senior adults at the **Mandell Jewish Community Center**, fulfilling the donors' wishes for seniors to live healthy and active lives.

Explore Your Giving Goals

Our expert staff is ready to help you. Please contact Kathryn Gonnerman, VP of Philanthropy, at 413-475-0415 or kgonnerman@jcfhartford.org.



JEWISH COMMUNITY FOUNDATION
OF GREATER HARTFORD
CELEBRATING 50 YEARS: 1972-2022

Community Action Funds Ensuring Jewish Community Forever



Community Action Funds can launch new projects for organizations not covered by annual operating budgets.

Community Action Funds provide unrestricted endowment dollars to the Foundation to address the most pressing needs and promising opportunities in Greater Hartford's Jewish community. By entrusting the Foundation's Trustees with the ability to award grants, you can rest assured we will maximize the impact of your Fund based on the community's evolving needs — for generations to come.

How It Works

Gifts to Community Action Funds are pooled together to create our annual Community Grants Program. Organizations apply to the Foundation for grants for new programming, capacity-building and emerging needs, which are reviewed by our expert staff, Grants Committee, and Board of Trustees. Grants are awarded where they are most needed.

(continued on reverse)



JEWISH COMMUNITY FOUNDATION

OF GREATER HARTFORD

CELEBRATING 50 YEARS: 1972-2022

COMMUNITY ACTION FUNDS

Community Action Funds

Ensuring Jewish Community Forever *(continued)*

How It Works *(continued)*

- Create a fund with a minimum gift of \$5,000 (e.g., cash, stocks, real estate, or other assets).
- Name your fund for families or individuals (e.g., the Smith Family Fund or the Jane Smith Memorial Fund) or for other positive associations (e.g., the Elm Fund).
- Your endowed fund is pooled into a diversified portfolio, managed by expert investment professionals, to maximize current grant dollars available while preserving the principal in perpetuity.
- Your fund will provide annual emergency, responsive and innovative grants made at the discretion of the Foundation's Board of Trustees.
- The Foundation handles all administrative requirements and provides you with detailed reports of your fund activity.

Examples of Grants in Action

- \$150,000 grant to the **Mandell Jewish Community Center** to stabilize its operations due to severe financial challenges during COVID-19.
- \$200,000 multi-year grant to the **Jewish Federation of Greater Hartford** to systematically identify and develop a new cadre of community leaders.

Explore Your Giving Goals

Our expert staff is ready to help you. Please contact Kathryn Gonnerman, VP of Philanthropy, at 413-475-0415 or kgonnerman@jcfhartford.org.



JEWISH COMMUNITY FOUNDATION

OF GREATER HARTFORD

CELEBRATING 50 YEARS: 1972-2022

50th Anniversary Donor Advised Fund Smart, Flexible, Community-Minded



*Open your
50th Anniversary
Fund and your
favorite charity
will receive a
\$180 grant from
the Foundation!*

In celebration of our 50th Anniversary, the Foundation is offering an Anniversary Donor Advised Fund through December 31, 2022.

What is an Anniversary Donor Advised Fund?

For donors ages 50 and under
Minimum opening gift of \$5,000

No minimum balance required

Personal, one-on-one counsel
with expert staff

Recommend grants — on your
timetable — to Jewish or secular
organizations, locally, nationally
and internationally

Donations to your Fund
may be eligible for immediate
tax benefits*

Involve family members in
meaningful giving experiences

*This is for informational purposes only and
should not be construed as legal, tax, or
financial advice.

When considering tax planning strategies, you
should always consult with your own legal and
tax advisors.

(continued on reverse)



JEWISH COMMUNITY FOUNDATION

OF GREATER HARTFORD

CELEBRATING 50 YEARS: 1972-2022

50th Anniversary Donor Advised Fund Smart, Flexible, Community-Minded *(continued)*

How It Works

Open your Fund

- Donate a tax-deductible gift of \$5,000 or more (e.g., cash, stocks, real estate, or other assets) before December 31, 2022.
- The Foundation makes a one-time \$180 grant to the charity of your choice.
- Name your fund for families or individuals (e.g., the Smith Family Fund or the Jane Smith Memorial Fund) or for other positive associations (e.g., the Elm Fund).

Give to Your Community

- You and your designated fund advisors can make grant recommendations at any time to qualifying nonprofits.
- Log in online to check your fund balance and recommend grants.
- An annual \$100 minimum administrative fee is invested back into Greater Hartford's Jewish community through grants, free consultation services and community-building programs.

Let Us Do the Rest

- JCF handles administration and provides detailed quarterly reports.
- Ask staff any time for advice about your giving.

Let's Get Started!

Please contact Kathryn Gonnerman, VP of Philanthropy, at 413-475-0415 or kgonnerman@jcfhartford.org.

COLLABORATIVE MESSAGING & LEADERSHIP ROLES

The Jewish Community Foundation and the Jewish Federation share a common vision: ensuring a vibrant Jewish community now and for generations to come. They achieve this vision through collaborative planning, joint philanthropic initiatives, complementary approaches to community building, and assuming distinct community leadership roles.

The Jewish Community Foundation is a partner, educator, and leader in cultivating philanthropy among individuals and families.

- The Foundation works with individual donors to help them achieve their philanthropic goals, while building a permanent pool of charitable dollars to secure the long-term future of the Jewish community. Our endowment funds, donor-advised funds and legacy giving programs honor donors' intentions and support the needs of Jewish agencies and synagogues and a variety of other nonprofits.
- The Foundation grants around \$4.5 million a year. Three million of that is invested in the Greater Hartford Jewish community, including \$1 million to the Jewish Federation to support immediate community needs. The remaining \$1.5 million impacts both Jewish and general causes in the United States and around the world.

The Jewish Federation is the lead planner, voice, and convener of Greater Hartford's Jewish community. Its programs and annual fundraising campaign help power our Jewish community while promoting communal understanding and action through Jewish values.

- The Federation's Annual Campaign exceeds \$4.6 million per year. It provides essential support to 20-plus local Jewish organizations and 10-plus organizations in Israel and overseas. The campaign also supports Federation's unique programs and services in Greater Hartford, including Jewish leadership development and intercommunity alliances to combat anti-Semitism.
- The Federation also conducts supplemental campaigns for specific community needs, such as the Secure Community Initiative.

LEADERSHIP ROLES



Shares a common vision for building a vibrant Jewish community now and for generations to come	✓	✓
Awards grants to address immediate community needs	✓	✓
Helps donors create charitable funds to support their favorite causes - now and forever	✓	
Manages endowed funds to support the long-term vibrancy of Jewish organizations	✓	
Mobilizes hundreds of volunteers to raise funds and take actions that benefit the Jewish community		✓
Serves as the lead planner, voice, and convener of Greater Hartford's Jewish community		✓
Promotes enrollment and participation in Jewish education on behalf of students, parents, institutions, and educators		✓
Counsels organizations on building their legacy and endowment programs	✓	
Serves as a partner, educator, and leader in cultivating philanthropy among individuals and families	✓	✓
Conducts community leadership trainings		✓
Manages two giving circles: one for young professionals and one for women	✓	
Strengthens local Jewish organizations through strategic grants that promote capacity building and innovation and address critical community priorities	✓	✓
Provides donors with a personalized, in-depth philanthropic experience	✓	✓
Governed by a Board of Trustees/Directors comprised of volunteer lay leaders who provide oversight, counsel, and support	✓	✓
Offers a variety of ways for community members to deepen their personal Jewish journeys	✓	✓
Offers business networking opportunities and business partnerships		✓
Builds bridges between Jewish and other communities through interfaith and social justice programming		✓



Press Contact: Maureen O'Connell, Jewish Community Foundation, moconnell@jcfhartford.org

Fifteen Jewish Organizations to Participate in Greater Hartford Legacy Giving Initiative

Jewish Community Foundation Leading Program to Ensure Future of Greater Hartford Jewish Community

WEST HARTFORD, CT – February 15, 2021 - The Jewish Community Foundation of Greater Hartford (The Foundation) is spearheading a regional legacy giving initiative with 14 Jewish organizations that's part of Harold Grinspoon Foundation's (HGF) Life & Legacy program. A nationwide Jewish legacy giving initiative, Life & Legacy has secured more than 28,000 after-lifetime commitments with an estimated value of over a billion dollars for Jewish organizations across North America.

The local Jewish participating organizations and their towns are:

FARMINGTON – Voices of Hope

GLASTONBURY – Congregation Kol Haverim

HARTFORD – Charter Oak Cultural Center

SIMSBURY – Farmington Valley Jewish Congregation

SOUTH WINDSOR – Temple Beth Hillel

WEST HARTFORD – Congregation Beth Israel, Hebrew Senior Care, Jewish Family Services, Jewish Federation of Greater Hartford, Mandell JCC, New England Jewish Academy, Solomon Schechter Day School, The Emanuel Synagogue and Young Israel of West Hartford.

In partnership with HGF and local Jewish organizations, the Foundation will lead a local Life & Legacy community-wide initiative to promote after-lifetime giving to benefit Jewish day schools, synagogues, social service organizations and other Jewish organizations. These organizations will participate in a four-year initiative that provides coaching, training and incentive grants to ensure that legacy giving becomes further integrated in the philanthropic culture of the community.

"The pandemic has shown that organizations with endowments are faring better than those without them," says Jacob Schreiber, president and CEO of The Foundation. "It's inspiring to see so many Jewish organizations having the foresight to work on securing their – and our community's collective – future, even as they continue raising annual dollars to maintain their current programs and services."

The Foundation will receive a 1:2 matching grant from HGF of approximately \$100,000 each year to provide participating local organizations with unrestricted incentive grants, for meeting legacy commitment benchmarks. The Foundation will fund the rest of the cost of the program.

"The Harold Grinspoon Foundation is excited to help the Jewish Community Foundation further establish a culture of legacy giving in the Greater Hartford Jewish community," says Arlene D. Schiff, national director of the Life & Legacy program. "This legacy initiative will make the most of the generational transfer of wealth and provide generous members of the Greater Hartford Jewish community with the opportunity to express their passion, purpose and commitment to their most valued Jewish organizations."

–more–

Life & Legacy is investing \$30 million dollars over a 10-year period to preserve vibrant Jewish life for future generations by ensuring the long-term financial health of Jewish community organizations in cities across North America.

“Providing Jewish communities with proven tools and training to help them secure their long-term financial goals is vital,” says Harold Grinspoon, the founder of HGF. “Through the Life & Legacy program, I am hopeful that we will be able to help sustain vibrant communities that allow future generations to enjoy our rich Jewish culture and heritage.”

For more information about the Life& Legacy program in Greater Hartford, contact Elana MacGilpin at emacgilpin@jcfhartford.org.

ABOUT THE JEWISH COMMUNITY FOUNDATION OF GREATER HARTFORD

The Jewish Community Foundation of Greater Hartford was founded in 1972 with an initial gift of \$50,000. Thanks to the vision and generosity of individuals, families, businesses and organizations, past and present, the Foundation has \$145 million in assets under its management and stewards grants totaling \$4.5 million annually.

The Foundation unlocks the power of individual and collective philanthropy to solve problems, strengthen community organizations and provide permanent support for Greater Hartford’s Jewish community. The nonprofit is a proud partner to the Jewish Federation of Greater Hartford and a member of the Connecticut Council for Philanthropy.

For more information, visit www.jcfhartford.org.

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For Immediate Release

Contact: Maureen O'Connell, moconnell@jcfhartford.org

LIFE & LEGACY for Greater Hartford Secures Commitments for Estimated \$7.5 Million in After-Lifetime Gifts

WEST HARTFORD – July 7, 2022 – The inaugural year of the LIFE & LEGACY program for Greater Hartford, led by the Jewish Community Foundation of Greater Hartford, marked a triumphant success: 180 donors made 267 legacy commitments totaling \$7.5 million in estimated after-lifetime gifts to help secure a strong future for Greater Hartford's Jewish community.

"Thanks to the vision and commitments of so many generous community members, eleven Jewish organizations in our vibrant community will continue thriving for generations," said Jacob Schreiber, President and CEO of the Jewish Community Foundation of Greater Hartford. "LIFE & LEGACY has given us the tools to secure our future and opened a powerful connection among us all," he continued. "And now, because of what we have done, we will always be connected – and committed – to our Jewish community."

Launched in May 2021, [LIFE & LEGACY](#) for Greater Hartford is a four-year partnership with the Jewish Community Foundation of Greater Hartford and the Harold Grinspoon Foundation that promotes after-lifetime giving to build endowments that will help provide financial stability to 11 local Jewish organizations.

The Jewish Community Foundation of Greater Hartford hosted a community celebration for LIFE & LEGACY community partners and donors, June 12 at the Mandell Jewish Community Center in West Hartford, to thank everyone for their commitments. During the event, the Jewish Community Foundation awarded \$72,500 in cash incentive grants to 11 partners that completed the first year and reached their goals.

In addition, The Jewish Community Foundation received a \$100,000 program subsidy grant from the Harold Grinspoon Foundation for surpassing its original community goal of securing 198 commitments.

Arlene Schiff, National Director of LIFE & LEGACY for the Harold Grinspoon Foundation, attended the June 12 event to congratulate the Jewish Community Foundation and its 11 community partners on joining the prestigious ranks of the LIFE & LEGACY communities that have met and exceeded their first-year legacy commitment goal.

"You are on the way to truly integrating legacy giving into the philanthropic culture of your Jewish community," said Arlene. "I am so impressed with all you have accomplished, especially because you launched your LIFE & LEGACY initiative during the pandemic."

Greater Hartford's LIFE & LEGACY initiative is part of the 34,000 legacy commitments secured for the nationwide LIFE & LEGACY program with an estimated value of more than \$1.3 billion dollars in future gifts to 72 Jewish communities across North America, of which more than \$149 million has been placed in organizational endowments, according to Arlene.

For more information about Greater Hartford's LIFE & LEGACY program, please contact Elana MacGilpin, Development Officer at the Jewish Community Foundation of Greater Hartford, at emacgilpin@jcfhartford.org or visit www.jcfhartford.org.



JEWISH COMMUNITY FOUNDATION OF GREATER HARTFORD

The Jewish Community Foundation strengthens and protects Greater Hartford's Jewish community by building a permanent pool of charitable dollars provided by generous donors who share our vision of a strong, creative, and joyous community for generations to come. Guided by Jewish values, we assist donors in structuring charitable gifts, building legacies, facilitating personalized philanthropy, and distributing community grants to a broad range of programs and institutions.

Our goal is **Jewish. Community. Forever.**

Jewish. We reflect the community we serve and are guided by the Jewish values of *tikkun olam* (repairing the world), *tzedakah* (caring for those in need), and *tzedek* (pursuing justice).

Community. We believe in the power of every individual to make a difference and that together we can change the world. We envision a vibrant, diverse, inspired Jewish community in which all are valued, engaged, and supported.

Forever. We are forward thinking, focused on impact, and always seeking dynamic opportunities that position our community to thrive for generations to come.

As times and needs change over the years, our intention and purpose will not: we will always be building and stewarding endowment funds and legacies, and strengthening community organizations based on donors' meaningful intentions.

Because donors established unrestricted Community Action Funds in the past, we are empowered to respond to organizations' unforeseen needs and emergencies. In addition, we can invest in innovative programs and services that might not be possible without the Foundation's support. This type of support allows organizations to magnify their positive impacts on the community.

Our donors are community members—like you—who believe that we each have a role to play in making our community and the world a better place. Please join us as we build a vibrant, joyous future for Greater Hartford's Jewish community.





Legacy Giving Options

Charitable Bequest in Your Will or Trust — Bequests can be made by will or revocable trust and take a variety of forms, such as a specific amount, a percentage of your estate, a remainder allocation, or a certain asset. An attorney can update your documents to reflect your wishes.

Life Insurance Policy — You can make charitable gifts of life insurance policies in several ways. You can name the Foundation as a beneficiary or partial beneficiary of group insurance or individually-owned policies, or donate a new or existing policy that has been paid up. Your insurance agent can advise on the best options.

Designate as a Beneficiary in an IRA — These assets are directed by a separate beneficiary designation form, not by your will. Request the appropriate form from your IRA provider and indicate the Jewish Community Foundation of Greater Hartford, Inc. as a full or partial beneficiary. Our tax ID number is 06-1372107.

Charitable Gift Annuity (CGA) — An agreement under which a donor transfers cash or securities to the Foundation in exchange for our promise to pay a fixed amount annually to the donor and/or to another beneficiary — for life. The payout rate is determined by the age of the beneficiary/ies receiving income, and currently ranges from 4.4% for a 60-year-old to 9.0% for a 90-year-old. The older the beneficiary, the higher the annuity payment. The Foundation opens Charitable Gift Annuities of \$25,000 or more for donors ages 72 and above.

Charitable Remainder Trust (CRT) — Your irrevocable transfer cash or property to the trust creates two interests — an income interest for an individual beneficiary, and a remainder interest for JCF. The income interest can be paid for the lifetime of the beneficiary or for a term of up to 20 years. Upon the death of the income beneficiary, or at the end of the specified term of years, the balance of the trust assets is held by JCF in a named endowment fund. Trust payouts are either a fixed percentage of the trust assets or a fixed dollar amount. CRTs are generally best for larger gifts (generally \$10,000 or more), and can be set up through the Foundation or directly with a trust or estate lawyer.

Retained Life Estate — Donate your home and continue living there. Take a tax deduction in the year of the irrevocable gift, live in your home throughout your lifetime and your home will go to JCF upon your passing. The home sale proceeds will be used to create a fund of your choosing.

(continued on reverse)



JEWISH COMMUNITY FOUNDATION

OF GREATER HARTFORD

CELEBRATING 50 YEARS: 1972-2022

Legacy Giving Options *(continued)*

How to Name Gifts to Support Your Wishes

- To contribute to an existing fund or create a new named one, donors should name the Jewish Community Foundation as the legal recipient (the organization named in legal documents, beneficiary designations, even personal checks) with a note or memo that designates the intended fund. For example, in a will, the designation would be "to the Jewish Community Foundation of Greater Hartford to establish an endowment fund to benefit [YOUR CHOSEN ORGANIZATION or CAUSE]."
- For those donors with multiple funds and/or directions for their Foundation gift, they may also provide personal written correspondence (not legally binding) with instructions for the Foundation. These instructions will be kept on file at the Foundation, and may be updated at any time without necessitating an attorney to revise the binding legal documents.

Sample Language

To create a named fund to benefit a specific organization:

- I bequeath (or give) (x% or \$x) of my estate to:
The Jewish Community Foundation of Greater Hartford
(Tax ID number: 06-1372107)
333 Bloomfield Ave., West Hartford, CT, 06117
to establish an endowment fund to benefit
(Name of organization/synagogue) (Tax ID #) (Address).

To distribute money into the organization's general endowment fund:

- I bequeath (or give) (x% or \$x) of my estate to:
The Jewish Community Foundation of Greater Hartford
(Tax ID number: 06-1372107)
333 Bloomfield Ave., West Hartford, CT, 06117
to be deposited in the general organizational endowment fund
(Name of organization/synagogue) (Tax ID #) (Address).

Explore Your Giving Goals

Our expert staff is here to help you. Please contact Kathryn Gonnerman, VP of Philanthropy, at 413-475-0415 or kgonnerman@jcfhartford.org.

Zachs Family Foundation Launches Endowment Initiative with \$1 Million Matching Grant



Endow Hartford 21, launched in June 2021 by the Zachs Family Foundation, is a bold effort to encourage endowment giving to help secure the future of 51 Hartford institutions.

The program was initiated by Henry M. Zachs, who saw the “need for endowments becoming more urgent than ever,” as local organizations navigate uncertain times and rely mostly on the “unpredictability of annual giving” to maintain their operations.

Lead donors contributed \$1.7 million to the program, which offers a 1:2 match for each organization.

“The 1:2 match inspires donors large and small to give generously to support the long-term future of the organizations they love, which forms the bedrock of our community,” says Henry M. Zachs.

The Jewish Community Foundation, in partnership with the Hartford Foundation for Public Giving, provide administrative support for Endow Hartford 21. JCF is administering funds for 22 of the 51 organizations.

Hundreds of people have donated to Endow Hartford 21. JCF has received \$462,000 (not including the matches), and the grand total for gifts for year one is \$1.23 million (not including the match).

Year two of Endow Hartford 21 will start September 2022 and will then report the latest numbers.

For more information, please contact Kathryn Gonnerman, Vice President of Philanthropy, at kgonnerman@jcfhartford.org.

Endow Hartford 21

40 Woodland Street, Hartford CT 06105 | 860-727-5733
www.EndowHartford21.com



MISSION: Endow Hartford 21 seeks to inspire donors to give generously to support the long-term future of the organizations they love.

Endow Hartford 21 is a first-of-its-kind endowment matching program, benefiting 51 nonprofit organizations in Greater Hartford. It was initiated by Henry Zachs and the Zachs Family Foundation last November and launched in the middle of the Covid pandemic. Henry woke up at 4 AM on Thanksgiving Day and thought that something was missing in Greater Hartford philanthropy. He felt that more nonprofit organizations needed to secure their futures with endowment. An endowment creates a long-term resource that helps nonprofits sustain their missions during periods of revenue fluctuations. Henry gathered a team and together they created the Endow Hartford 21 program, which launched June 1, 2021. The Zachs Family Foundation funded the first \$1 million for the match, and Henry has been working tirelessly to raise more. The total matching fund as of September 1st is \$1,680,000. The goal is \$3 million in matching funds. The Hartford Foundation for Public Giving and the Jewish Community Foundation of Greater Hartford have been integral to this program. Each of the 51 organizations chose one or both foundations to administer their new Endowment funds. The program will match gifts of up to \$10,000 per donor per organization made by an individual, family, foundation, business, or corporation. All gifts are made directly to the organizations' foundations of choice. Pledges alone will not qualify for the match. Gifts will be matched 1:2; for example, a \$1,000 gift will qualify the organization to receive a \$500 match, for a total gift of \$1,500 to their Endowment fund. Endow Hartford 21 encourages people to "Think Community" and give to as many organizations as they can.

GOALS

- 1. Raise \$3 million in matching funds. We have raised \$1,680,000 so far.
- 2. Raise \$6 million in endowment funds across all 51 organizations.
- 3. Educate the community about endowment and about organizations serving our community.

GIVING OPPORTUNITIES

There are two ways to support Endow Hartford 21. The first is giving to the Matching Fund as a Lead Donor, in denominations of \$10,000 or more. These funds are critical to enabling the program to match and multiply gifts. The second way to support Endow Hartford 21 is by giving to one or more of the 51 individual agencies' EH21 funds. Checks are made payable to the agencies' foundation of choice (HFPG or JCF). The list can be found on our website www.EndowHartford21.com. We are grateful for every gift!

POST-PANDEMIC:

Endow Hartford 21 was created amid the pandemic. As we all navigated the uncertain times and challenges of Covid this past year, annual support from the community was critical to survival for nonprofit organizations. While annual support remains crucial, we simultaneously recognize the need for organizations to build for the future. The success of the program so far is indicative that the match may be extended beyond June and continue to grow well after the pandemic. The benefits of endowment will far outlive the pandemic for these 51 agencies, and this is the moment to build for the future.

ABOUT US:

Year established: 2021
Annual revenues (most recent fiscal year): So far, the 51 participating organizations have raised \$370,410 from their own constituencies, to be matched. Endow Hartford 21 has raised \$1,680,000 in matching funds for the 51 organizations.

GEOGRAPHIC SERVICE AREA(S):

Greater Hartford

TOP FUNDING SOURCE:

Foundations: 54%
Private Donors: 39%
Corporations: 7%

ENDOW HARTFORD 21 ADVISORY BOARD



Henry M. Zachs
Executive Director/CEO



JoAnn H. Price
Fairview Capital Partners, Inc.



Marilda Gándara
Former President at Aetna Foundation



David R. Miller
Retired, Formerly at Conning & Company and Travelers.



Eric M. Zachs
Torrecor Partners, LP

“We are pleased to support Endow Hartford 21, because endowment is vital to our community organizations and their long-term success. I support the match to encourage every organization. This is a community effort, and we all have an important role to play.”

--Mary & Ed Budd



NOW IS THE TIME
TO GIVE.
IF NOT NOW,
WHEN?

ENDOW HARTFORD 21

www.EndowHartford21.com | 860.727.5733

