ALLOCATIONS REPORT

Fiscal Year 2012

THE ASSOCIATED

THE ASSOCIATED

June 2011

Dear Friends:

I am pleased to share with you the Fiscal Year 2012 funding plan of THE ASSOCIATED: Jewish Community Federation of Baltimore. This plan reflects the remarkable strength of our Annual campaign in very difficult economic times, and the leadership of our community in responding to Jews in need in Baltimore, in Israel, and around the world.

Although Baltimore continues to have one of the strongest campaigns and endowments in the country, we too are challenged by the lasting impact of the economic downturn. We anticipate total resources to be down by almost $200,000. This is largely due to reduced endowment draws and the reduction of one time gifts to the Annual Campaign. As a result, our lay and professional leadership have been forced to make difficult decisions on where to invest our limited resources to ensure we are maximizing in our ability to strengthen and support the Baltimore Jewish community.

In hard times, it is especially important to remain focused on the future. Our funding plan is very much informed by data emanating from the 2010 Baltimore Jewish Community Study. The data showcases for us the need to provide services that respond to the growing number of community members who are economically at risk, provide an array of supportive services to the growing number of seniors, and ensure the delivery of social and human services to families in crisis. At the same time, we recognize the need to invest in the next generation by making Judaism relevant and meaningful to 18 – 34 year olds, engaging families with young children, and ensuring cost is not a prohibitive factor to participate in Jewish life. In other words, we continue to have a very full agenda!

For FY2012, more than $43.7 million will be invested in our strategic priorities. While this represents a slight reduction from the previous year, we have made the decision to maintain our commitment to our local agencies by providing 100% funding in the aggregate. In order to sustain this level of funding to our local agencies, allocations to Israel and overseas had to be reduced by 1.7%, and funding to national agencies decreased by 12%. Our partnerships with our national and overseas providers continue to be of critical importance to the mission of THE ASSOCIATED and these reductions were made reluctantly. In light of these reductions, we should not diminish the important role our partners play in building a vibrant Jewish life locally, nationally, and around the world.

Looking at FY13 and beyond, we expect social service needs in our community to continue at a high level, while we face reduced public funding and a difficult resource development environment. While there is no doubt our community and our Federation remains strong, we must continue to focus on a business plan that enables us to realize our mission, fulfill our values, and advance our vision for the future of our community.

None of this would have been possible without the tireless dedication of our lay and professional leadership at THE ASSOCIATED and our agencies. Thank you all for your dedicated service to our community.

Sincerely,

Mark D. Neumann

Mark Neumann
Chair, Community Planning & Allocations

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Community Planning and Allocations

Leadership and Professional Staff

COMMUNITY PLANNING AND ALLOCATIONS
LEADERSHIP AND PROFESSIONAL STAFF

FY2011 LEADERSHIP

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Mark Neumann	Chair, Community Planning & Allocations
Bruce Hoffberger	Treasurer

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Baltimore-Ashkelon Partnership Committee

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Dr. Jeffrey Miller	Co-Chair

Baltimore Hillel Council

Searle E. Mitnick	Chair

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Fred Wolf	Co-Chair

Commission for an Involved Community

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Ed Perl	Co-Chair

Commission for a Learning Community

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Ned Himmelrich	Co-Chair

Israel and Overseas Committee

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Linda Hurwitz	Co-Chair

Odessa Partnership Committee

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Jason Blavatt	Co-Chair

2010 Baltimore Jewish Community Study

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Sandy Shapiro	Vice Chair

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Barry Isaac
David Kuntz
Yehuda Neuberger
Melissa K. Peters
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Ellen Budish
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Genine Fidler
Sally Fink
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Ned Himmelrich
Larry Katz
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Hersch Langenthal
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Ari Yares
Larry Ziffer

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Rabbi Nitzan Bergman
Alan Bernstein
Rachael Binning
Rabbi Andrew Busch
Dale Busch
Brett Cohen
Robb Cohen
Nisa Felps
Avi Greenlinger
Liora Hill
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D.J. Schneider-Jensen
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Rabbi Tzvi Tuchman
Harel Turkel
Andy Wayne

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Emile Bendit
Alan Bernstein
Sheldon Caplis
Rabbi Nina Cardin
Shoshana Cardin
David Carliner
Genine Fidler
Ken Gelula
Barbara Gradet
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Ira Malis
Richard Manekin
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Community Study 2010 Steering Committee *(continued)*

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Sandy Shapiro
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Day School Task Force

Saul Abrams
Jimmy Berg
Randal Getz
Allan Gibber
Cass Gottlieb
Jerry Kadden
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David Lehmann
Yehuda Neuberger
Howard Rosen
Barry Schloss
Jerry Wolasky
Larry Ziffer

Day School Task Force Endowment Subcommittee

Jimmy Berg
Becky Brenner
Yaakov Feinstein
Randal Getz
Allan Gibber
Marshall Haine
Allan Hirsh
David Lehmann
Simon Marciano
Ari Moskowitz
Yehuda Neuberger
Abba Poliakoff
Gary Poretsky
Paul Volosov

Disabilities Task Force

Susan Abraham
Rabbi Chaim Amster
Dale Busch
Lee Cohen
Benjamin Dubin
Howard Feldman
Leete Garten
Ken Gelula
Joy Goldberger
Stan Goldman
Barbara Gradet
David Greenberg
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Marcy K. Kolodny
Suzanne Lapides
Audrey Leviton
Janet Livingston
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Karen Rigamonti
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Sheldon Berman
Jason Blavatt
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Matthew Cohen
Doron Eisenberg
Saralyn Elkin
Michael Elman
Rabbi Steven Fink
Steven Gevarter
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Meir Neuberger
Abba Poliakoff
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Steven Russel
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Helene Waranch
Martha Weiman
Debs Weinberg
Mitchell Whiteman

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Ryan Felps
Nicole Levitt
Robin Miller
Susannah Paymer
Yanna Rachinskaya
Renee Royak-Schaler
Michelle Schnell
Neal Strum
Michele Sussman
Alex Trepetin
Helene Waranch

Newcomers Task Force
Alan Bernstein
Beth Blanco
Dale Busch
Ilene Cohen
Ben Fertig
Deborah Gallant
Joanie Greenberg
Matt Herman
Evan Keyser
Ashley Pressman
Ken Krivitzky
Richard Lebovitz
David Lunken
Tina Mazor
Sharon Nathanson
Edward Perl
Stephen Pomerantz
Evan Rose

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Katie Applefeld
Brett Bierer
Jason Blavatt
Allison Caplis
Brett Cohen
Linda Hurwitz
Fran Kanterman
Rabbi Jason Klein
Judy Langenthal
Nancy Rosenberg
Deverah Routman
Joel Simon
Louis Thalheimer
Harel Turkel
Helene Waranch
Martha Weiman
Anna Yankova-White

Senior Life Summit Planning Group

Deborah Adler
Jeremy Barron
David Carliner
Amy Cohen-Callow
Reba Cornman
Shelley Goldseker
Kevin Griffin Moreno
Kevin Heffner
Yvette Larkin
James Macgill
Kelley Macmillan
Aileen McShea Tinney
Betsy Nelson
John Parrish
Emiko Takagi
Elizabeth Tanner
Lynn Weinberg

Senior Life Task Force

Jeremy Barron
Jennie Gates Beckman
Cathy Brill
Rabbi Andrew Busch
Myrna Cardin
David Carliner
Rafael Chikvashvili
Ken Gelula
Shelley Goldseker
Barbara Gradet
Chickie Grayson
Ari Krupp
Michael Marcus
John Parrish
Rabbi Daniel Rose
Ilene Rosenthal
Carol Sandler
Jeff Schumer
Aric Spitulnik
Janice Strauss
Linda Trope
Lynn Weinberg
Fred Wolf
Cindy Zonies
Gail Zuskin

Task Force 2434

Andy Attman
Genna Bashoff
Rabbi Nitzan Bergman
Tal Bloom
Brett Cohen
Matthew Cohen
Paul Cohen
Avi Greenlinger
Rachel Hercenberg
Stephen Kossman
Michelle Krupka
Allison Mondell
Chelsea Needel
Max Pollak
Courtney Sender
Rachel Sher
Mark Simone
George Stern
Harel Turkel

COMMUNITY PLANNING AND ALLOCATIONS AND FINANCE
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Peggie Kuehlman Hoffman	Endowment Clerk
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Tzahi Posner	Director of Fund Accounting
Denise Snyder	Director of Accounting, Allocations
Connie Stern	Vice President of Finance
Prem Tetreault	Accounts Payable Clerk

Planning Commission Summaries

COMMUNITY PLANNING & ALLOCATIONS
PLANNING COMMISSION CONVERSATIONS:
THE 2010 GREATER BALTIMORE JEWISH COMMUNITY STUDY

In FY 11, each of the planning commissions reviewed, analyzed and discussed the data from the 2010 Greater Baltimore Jewish Community Study. In response to the data, several planning task forces were created to focus on specific issues identified in the Study. Each of the task forces and Commissions is in the process of exploring and understanding the scope of the issues, as well as researching possible approaches and solutions. A common theme emerging in many of the discussions is that of a grassroots, neighborhood- based approach – whether in the social service arena or in Jewish engagement efforts. The following are some of the preliminary thoughts being considered by the commissions.

COMMISSION FOR A CARING COMMUNITY – FRED WOLF AND LYNN WEINBERG, CO-CHAIRS

Community Study Data

The 2010 community study uncovered a larger and increasing population of Jewish seniors over the age of 85 than in 1999 when the study was last conducted. There are an estimated 3,900 Jewish seniors over the age of 85 today, compared with 1,500 in 1999 – a 166% increase.

Of the 3,400 households (8%) who sought assistance for a physical OR developmental disability. 2,754 (54%) sought a Jewish agency. Additionally, of the nearly 3,000 (2,793) of our households (21 %) with children who indicated they sought help for a child with a learning disability – nearly 1,400 sought a Jewish agency for support.

In response to the data, the Caring Commission launched two task forces to address the needs of these populations: the Senior Life Task Force and the Disabilities Task Force. Below are summaries of potential directions of the task forces.

1. SENIOR LIFE TASK FORCE -- DAVID CARLINER AND LYNN WEINBERG, CO-CHAIRS

The Task

How to serve the needs and interests of older Jewish adults in the greater Baltimore area who wish to remain in their homes and their communities.

Approaches under consideration

- *Village Concept* – this is a grassroots, supportive community that is membership-based and allows members to purchase services that are provided by volunteers or vetted vendors
- *Asset-based Mapping* – this is a community-building, planning tool that identifies the assets for serving senior adults in the community and highlights various solutions to a different issues
- *Village Model with Asset Mapping Approach* – undertaking the establishment of a village and using asset mapping to identify the resources in the community

VILLAGE MODEL

- Grassroots start-ups, built from the ground up
- Gives residents both the practical means and the confidence to live their lives to the fullest in their own homes as they grow older.
- Supports a culture of volunteerism enabling members to enjoy sharing their assets (knowledge, skills, & abilities) with others.
- Sample of Paid Membership benefits:
- **Volunteer Services:** transportation, electronic assistance, personal assistance, home and garden, health and wellness, social/cultural/educational programs, information and referral…

- **Discounted Services:** for Purchase from Trusted, Vetted Vendors
- Models: Fee for Service/Referral, Volunteer, Reciprocity, Volunteer First
- Timeline: 6 months – 1 year
- Cost: staff 1 – 1.5 FTE + overhead

ASSET MAPPING

- An innovative approach to identifying community assets;
- A tool for community building and long-term planning;
- Assets are defined as:
    - contributions of personal gifts and skills of local residents, local voluntary associations, clubs, and networks, and local institutions;
    - physical assets (e.g. land, infrastructure...);
    - economic assets (e.g. barter relationships, informal economic exchanges…);
- There is no predetermined solution going into it;
- The benefit of asset mapping is that it uncovers solutions and community assets to a wide range of issues, and builds community engagement while doing so;
- Identification of approach and implementation.
- Timeline: 7 month planning process
- Cost: marketing, conference expenses

VILLAGE MODEL WITH ASSET MAPPING

- Establishes a village model beginning with an exploration of community assets

2. DISABILITIES TASK FORCE – MARCY KOLODNY AND SUZANNE SILVERMAN LAPIDUS, CO-CHAIRS

Mission

To conduct a scan of existing programs and services in the Baltimore Jewish community for people with disabilities and identify gaps and opportunities

The Task has surveyed community resources for people with disabilities and has met with experts in the field. Currently under consideration for further development are the following areas:

a. **EMPLOYMENT**
b. **HOUSING**
c. **EARLY INTERVENTION**
d. **LONG TERM PLANNING**
e. **EDUCATION/AWARENESS**
    i. *ReelAbilities Film Festival* - a film festival that promotes awareness and appreciation of the lives, stories, and artistic expressions of people with different disabilities

<u>COMMISSION FOR AN INVOLVED COMMUNITY</u> – AVI GREENLINGER AND ED PERL, CO-CHAIRS

Community Study Data

The 2010 Baltimore Jewish Community Study paints a picture of a stable Jewish community that has modestly increased in number of households over the past ten years to almost 43,000. At the same time, there are strong indications that segments of the Jewish community are not engaged and may not be looking for connection to the organized community: Two thirds of newcomers who are not Orthodox do not feel connected to the community, and only 14% of adults who are 18-34 years old and who are not Orthodox feel that it is very important to be part of the Jewish community even though 54% of this group feels it is very important to be Jewish. Also, 46% of the households feel that Baltimore Jewish organizations are remote and not relevant.

The Involvement Commission established two task forces to address issues of engagement among newcomers and adults in their 20s and 30s. Additionally, it recognized that the JCC Outreach Task Force would be assuming the task of planning for families with young children. Each of these task forces is still in process with recommendations to be completed shortly. Below are summaries of the progress of each task force.

1. NEWCOMERS TASK FORCE – ALAN BERNSTEIN, CHAIR

Vision
To successfully welcome and integrate newcomers into the Baltimore Jewish community, whether they are geographic and life-phase newcomers, so that they quickly feel connected to other Jewish individuals and are ready to engage in any of the wide range of Jewish social, recreational, educational, religious, social services and cultural experiences.

Goals

1. **CONNECTION -** Accelerate the time it takes for a newcomer to feel connected
    a. *Welcome* - Ensure that newcomers receive an initial, personal interaction to introduce them to the community
    b. *Towson and Downtown programming* - Develop neighborhood-based programming by linking with the Neighborhood Captains being developed by the JCC and the CJE in Towson and other areas as a vehicle for welcoming newcomers and communicating information about available resources.
    c. *Ongoing touch program* - Respond to needs of newcomers after Shalom Baltimore has completed their meet and greet phase.

2. **LIFE-PHASE NEWCOMERS -** To ensure that when someone decides to connect to the Jewish community because of a change in their phase of life (getting married, divorced, having a baby, losing a loved one, etc.), they find a welcoming attitude and the resources they need to connect.
    a. Ensure life-phase newcomers can find the information and programming they need to access the Jewish community.
    b. Heighten awareness of welcoming language in marketing materials.
    c. Identify various life-phase events and way to connect people around them
    d. Organizations to consider partnering together to welcome life-phase newcomers

3. **EDUCATION - Educate** community Jewish organizations and their lay leaders and employees about what is available for newcomers so they can serve as connections to available resources and about the nuances of welcoming so that newcomers who connect to those organizations can feel welcomed.
    a. Develop best practices for welcoming newcomers in synagogues
    b. Develop an organization welcoming self-assessment tool

4. **COMMUNITY PARTNERSHIPS** – Establish a Systematic Community Process for Welcoming Newcomers
    a. Invite community organizations to come together to discuss welcoming issues

2. TASK FORCE 2434 – GENNA BASHOFF AND MARK SIMONE, CO-CHAIRS

Vision for Jewish Young Adults in Baltimore
Our vision is, through coordinated and innovative programming and sharing of knowledge resources to

connect young adults to positive experiences and inspire them to participate in and help unite and strengthen the Baltimore Jewish community of the future.
Task Force 2434 discussions have centered around three goals: increasing participation at existing events, undertaking a phased in approach to

Goals

1. **EACH ONE BRING ONE** - Double attendance at young adult events over the next three years
   a. Use MeetUp.com to foster grassroots, small, interest group programming
   b. Hold a JDate sponsored event to reach more people
   c. Use business networking as a vehicle for reach more people.

2. **BIRTHRIGHT ALUMNI** - Target this group for specific engagement
   a. Target recent birthright alumni who have gone to Israel within the past year or two
   b. Develop Peer Engagement cadre
   c. Happy Hours – right after the Israel trip – with organization representation
   d. The Coffee Project: Peer Engagement Associates –
   e. Voluntourism – continue the pattern of immersive experiences
   f. Shabbat Dinners – foster networks of young adults to host Shabbat dinners
   g. Seminars – offer options for informal Jewish learning in non-religious settings
   h. Community Involvement – identify opportunities in which birthright alumni can both participate in and play leadership roles in organizing.

3. **MARKETING -** Enhance marketing to reach and engage more young adults
   a. **Messages** – Revise marketing messages to include "What's in it for me?"
   b. **J-more** - Coordinate and market an online young adult calendar (www.j-more.org)
   c. **Council 2434** – establish a standing lay and professional young adult council

COMMISSION FOR A LEARNING COMMUNITY
GENINE MACKS FIDLER AND NED HIMMELRICH, CO-CHAIRS

Community Study Data
The Commission focused on the data relating to young adult participation in Jewish life particularly the statistic that, of those who are not Orthodox, many (54%) feel that being Jewish is very important while very few (14%) feel that being part of the Jewish community is important. This has challenged the Commission to consider the learning aspect of engagement.

The following are areas under consideration for further development:

1. **IMMERSIVE EXPERIENCES** - Enhanced immersive experiences for young adults including service learning opportunities and environmentally-based activities

2. **JEWISH SUMMER CAMP** - Further exploration of Jewish summer camping and how we maximize its reach

ISRAEL AND OVERSEAS COMMITTEE – LINDA A. HURWITZ AND KATIE APPLEFELD, CO-CHAIRS

Mission
The mission of the Israel and Overseas Committee is to engage the Baltimore Jewish community in our efforts to promote positive progress in Jewish communities worldwide. The Committee serves to strengthen Jewish life through the identification of priorities and allocation of human and financial resources in conjunction with partners invested in global responsibility. Committee objectives include:

- To be impactful in Jewish communities worldwide.

- To evaluate projects and programs funded by the Committee and to communicate the impact of those programs to the Baltimore community.
- To educate members of the Committee as well members of Baltimore Jewish community.
- To actively engage Baltimore community members in the both the educational and allocations process.

Community Study Data

Only 21% of non-Orthodox adults 18-34 feel very emotionally connected to Israel. Additionally, travel to Israel strongly relates to attachment to Israel with 69% of those who have traveled to Israel reporting a strong connection.

Recommendations

1. **ISRAEL ENGAGEMENT** - Enhance opportunities for community members to connect with Israel from Baltimore, without the need for travel
2. **VOLUNTEERING** - Increase hands-on volunteer opportunities in our sister city, as well as travel to Ashkelon to volunteer

3. **IMMERSIVE EXPERIENCES** - Increase the Jewish identity of young adults, ages 18-34, through programs like Birthright, Birthright NEXT, and JAFI's MASA program. Work with Taskforce/Council 2434 and appropriate community organizations to implement follow-up to immersive experiences.

Agency Summaries

BALTIMORE JEWISH COUNCIL

Mission:

The Baltimore Jewish Council is the community relations and advocacy arm of THE ASSOCIATED: Jewish Community Federation of Baltimore. It is the designated representative of THE ASSOCIATED and its agencies, as well as the Greater Baltimore Jewish community at all levels of government, and is responsible for securing public funding to support their programs and needs. By developing policies and guidelines for action, through education and advocacy, the Council provides a forum for member organizations and individuals to respond to issues of interest and concern.

FY11 Highlights

- Secured and processed nearly $2 million in direct state government grants and contracts.
- Secured $1,150,000 million in Federal Homeland Security Grants for synagogues, day schools and other Jewish institutions.
- Received $1.4 million in additional Public Funding for the ASSOCIATED system from Baltimore County/City.
- Coordinated our largest Annapolis Advocacy Day to date, with nearly 400 people in attendance.
- Enhanced Interfaith and Interethnic Dialogues with continuing programs involving hundreds of participants from local/regional faith/ethnic communities.
- Conducted the "Maryland Clergy Initiative" in Israel with the Institute for Christian Jewish Studies (designed to educate mainstream clergy about Israel).
- Pursued increased involvement with federal legislators and their staffs.
- 16 participants graduated from our Leadership Development Program and have successfully pursued community relations initiatives.
- Provided Holocaust education training to more than 200 area teachers, enabling us to reach thousands of students across religious, ethnic and socio-economic lines.
- Strengthened the Elijah Cummings Youth Program in Israel by providing new leadership and a reorganized method of recruitment, education and community involvement.

FY12 Priorities

- Expand and develop our advocacy relationship with the Lifebridge System in light of funding restrictions at Federal level.
- Continue to expand and develop relationships with federal officials and staff members [in order to expand and better utilize our resource development efforts (in light of November election results)].
- Continue our expansive effort to better coordinate with The ASSOCIATED and its agencies in specific areas that would include funding, Israel education and awareness, political programming, security strategies and grants.
- Further expand our Israel education and advocacy efforts in coordination with AIPAC and the Israel Project, et al.
- Expand the "Maryland Clergy Initiative" regionally in preparation for a second mission to be held in November 2012.
- In light of strained relationship between Israel and Turkey, expand new initiatives through our on-going dialogue with Maryland/D.C.'s Turkish community.
- Continue to make better use of our website and social media in order to expand our legislative and community relations outreach.
- Serve as the center for community involvement and input regarding the upcoming elections.
- Continue a series of discussions designed to well-position our community regarding the political redistricting process.
- Develop new programming to enhance our leadership development process.

FY12 Financial Summary Document
Baltimore Jewish Council

	Actual FY10	Original Budget FY11	Estimated Actual FY11	Proposed Budget FY12
Revenue				
Program/Membership/Tuition/Fees	2,900	2,400	2,680	2,500
Public grants				
Private grants	62,961	94,500	96,261	92,500
Interest and other income	57,546	57,070	57,922	42,070
Associated related grants	173,758	159,322	147,193	139,722
Associated allocation	804,767	820,000	820,000	738,000
Total Revenue	1,101,932	1,133,292	1,124,056	1,014,792
Expenses				
Salaries and Benefits				
Program	532,526	555,011	520,628	583,277
Administrative	313,645	325,959	305,765	154,110
Subtotal Salaries and Benefits	846,171	880,970	826,393	737,387
Program services	116,661	123,550	127,440	120,680
Administrative and Operation	132,759	128,772	123,448	156,725
Total Expenses	1,095,591	1,133,292	1,077,281	1,014,792
Change in net assets	$ 6,341	$ -	$ 46,775	$ (0)
Key Indicators				
# of FTE's	10.15	10.15	9.5	9
Headcount of Employees	11	11	11	10
# of participants - Leadership	20		14	
# of Elijah Cummings Participants	12		13	
# of Teen Summit Participants	700		N/A	
Yom Hashoah Attendance	800+		700+	
Gov't grants & contracts secured	nearly $6 million		nearly $3.5 million	
Federal Homeland & Security Grants	$400,000 - $1.5 million anticipated		$1,149,892	

Louise D. and Morton J. Macks
Center for Jewish Education

CJE Mission Statement
The Macks Center for Jewish Education promotes and facilitates lifelong learning that nurtures Jewish identity and strengthens Jewish community.

FY11 Highlights
- Hired a new Director of Jewish Family Engagement who has already generated a long list of new initiatives including Midweek Munchies program in two local preschools, began recording jTales (downloadable Jewish stories by local storytellers), held our first neighborhood-focused PJ Library outreach program s, and began development of a PJ Library on Wheels project.
- Prepared local preschools to implement the MMSR (Maryland Model for School Readiness) assessment program.
- Revamped our childbirth preparation program, formerly known as Shalom Baby and soon to be rebranded as Hava NaBaby.
- Our day school affinity groups continued to be active in FY2011. Active groups include a marketing group, IT, and the facilities maintenance group.
- CJE also played an important role with The Associated in the launching of a partnership with Yeshiva University's day school benchmarking project.
- Coordinated the Shinshinim program, serving more schools served and more programs provided than ever before. We coordinated the first community-wide Yom Ha'Atzmaut program at Har Sinai Congregation, which was attended by 750 religious school students.
- Launched the Shalom Hon website/tie-in to reach a whole new cohort of families with young children with whom we would have no other means of communication.
- We concluded our second year of the CoChaV program, working with Temple Emanuel and Beit Tikvah, each of which has experienced substantial progress in realizing their "congregational vision" for Jewish education.
- We began plans to launch a Community of Practice (CoP) for engagement professionals which will help people across agency and institutional lines "cross-train" and learn from best practices to enhance our community's many facets of Jewish engagement.

FY12 Priorities
- Launch a Sesame Street Neighborhood Initiative, working with the Sesame Workshop people who have developed similar programs in Israel.
- We will initiate our new induction/mentoring program for novice teachers in day schools, in partnership with the Jewish New Teachers Project.
- We have received a Blaustein Grant to launch our newest engagement program in collaboration with the Pumpkin Theater, which will feature the production of a PJ Library story as part of the Theater's five feature performances in their "Mainstage Season."
- Partner with the Baltimore Zoo, MICA, Congregation Beth Am and Morgan State University to produce a competitive sukkah building program at the Zoo, to be marketed as Zookot!
- CJE has served as the catalyst for planning a LimmudBaltimore program. Over one dozen local people have expressed interest in participating on a planning committee to bring this international Jewish educational phenomenon to Baltimore.

Financial Summary Document
Center for Jewish Education
FY 2012

	Actual FY10	Budget FY11	Estimated Actual FY11	Proposed Budget FY12
Revenue				
Program fees	98,556	39,500	56,100	45,000
Public and private grants	925,342	1,041,500	1,048,000	1,191,000
Associated related grants	508,018	561,526	831,369	803,165
Interest and other income	54,603	68,000	33,000	42,000
Associated Allocation	1,034,820	931,338	931,338	931,338
Total Revenue	2,621,339	2,641,864	2,899,807	3,012,503
Expenses				
Salaries & Benefits				
Program	1,021,864	926,787	856,015	1,020,891
Administrative	126,298	261,401	251,332	260,172
Subtotal Salaries & Benefits	1,148,162	1,188,188	1,107,347	1,281,063
Program services	1,322,439	1,348,356	1,587,540	1,630,680
Administrative and Operation	166,951	105,320	167,407	100,760
Total Expenses	2,637,552	2,641,864	2,862,294	3,012,503
Total change in Net Assets	(16,213)	-	37,513	-

Key Indicators				
# of FTE's	18.91	14.92	17.35	17.52
Headcount of Employees	23	19	20	21
# of Religious Schools served	25		25	25
# of Preschools served	19		19	19
# of Day Schools served	13		13	13
Total # of schools served	**57**		**57**	**57**
Teachers Served in System	1700+		1700+	
Teacher Attendance at Professional Dev Conferences & Continuing Sessions	1222		620	
# of teachers achieving/maintaining licenses	10		10	
# of CFIE applicants	103		198	
# of students receiving CFIE special funds	95		115	
$$ amount of CFIE special funds	$ 203,320		$ 217,000	
# of program grants to schools & congs	29		47	
# of Crane Medical Benefit grants	700		800	
# of Crane Professional Development grants	469		300	
$$ Medical grants	$ 500,000		$ 600,000	
$$ PD grants	$ 101,000		$ 90,000	
Outreach				
PJ Library subscribers--# of families	1481		1639	
PJ Library events--# of attendees	255		598	
Other outreach initiatives	22		26	
Special ed advocacy				
# of families assisted	100		130	

CHAI: Comprehensive Housing Assistance, Inc.

Mission:

CHAI develops and supports thriving, stable communities in neighborhoods with a substantial Jewish population. It accomplishes this mission by:

- Developing and managing affordable rental housing,
- Rehabilitating housing and providing supporting repair services;
- Promoting homeownership and providing loans to purchase and upgrade homes;
- Providing services to the most vulnerable populations in its target areas;
- Supporting neighborhood organizing and neighborhood development, and
- Undertaking neighborhood organizing and working with area schools.

FY11 Highlights

- The 86 unit Weinberg Village V project which began construction in January 2010 was completed on February 28, 2011. A total of 1500 residents lived in 13 Weinberg Senior apartment buildings, approximately 70% of whom are Jewish.
- CHAI is renovating a project at 5810 Park Heights Avenue to serve 3 residents with mental disabilities. The building is projected to be complete in July 2011.
- CHAI provided foreclosure prevention counseling to 73 homeowners and submitted 30 mortgage modification applications, 14 received approval or work out options. Mediation was also provided to 2 clients.
- The Senior Home Repair & Modification Program served 165 clients, low and moderate income seniors and people with disabilities, with 1,031 repairs, modifications and handyman services.
- Through SNAP and the President's Forum, CHAI secured $50,000 in new slot funding to each of the area's four schools. An additional slots revenue allocation of $100,000 is being directed for a community wide transportation assessment and $63,000 is allocated for improvements to the ball fields at Northwestern High School and to explore other open space usage issues.
- CHAI assisted in the restoration of the Northwestern High School greenhouse with over 100 hours of volunteer labor on plumbing systems and other critical improvements.
- 600 volunteers completed 841 jobs for 133 senior home repair clients through participation in CHAI's two annual community service events, Weatherization Day and Senior Home Repair Day.

FY12 Priorities

- Develop up to 60 units of affordable housing for older adults in Southern Park Heights in partnership with Park Heights Renaissance, Inc.
- Increase the availability of affordable housing for adults with disabilities through acquisition of single family homes, condominiums or in multi-family rental housing.
- Submit financing applications for a 90 unit Elderly Housing Project on Bnos Yisroel property.
- Expand transportation services at W. Park and W. Village and negotiate new contract with Levindale/Northwest Senior Shuttle.
- Expand the Financial Literacy seminars with JCS and other community partners.
- Work closely with the Northwest Community President's Forum, and civic leaders in determining allocation of slots funding for capital project use in the SNAP area.
- Establish closer working relationship with Mt. Washington school leadership.
- Develop the capacity to offer a 'fee for service' element in the Weatherization Assistance Program for households that are above the low and moderate income eligibility requirement.
- Increase participants in Congregate Housing at W. Place and experiment with offering similar services at other sites.

FY12 Financial Summary Document
Agency Name: CHAI

	Actual FY10	Original Budget FY11	Estimated Actual FY11	Proposed Budget FY12
Revenue				
Program/Membership/Tuition/Fees	$ 1,070,135	$ 613,560	$ 1,522,500	$ 1,207,295
Public grants	148,700	143,450	143,450	$ 91,200
Private grants	4,015,524	679,680	884,680	$ 716,646
Interest and other income	821,257	142,100	2,421,156	$ 120,200
Associated related grants	28,900	-	-	$ -
Associated allocation	524,628	480,000	480,000	$ 450,000
Total Revenue	**$ 6,609,144**	**$ 2,058,790**	**$ 5,451,786**	**$ 2,585,340**
Expenses				
Salaries and Benefits				
Program	$ 1,267,830	$ 1,283,425	$ 1,390,335	$ 1,574,342
Administrative	229,051	247,745	288,819	$ 323,951
Subtotal Salaries and Benefits	**1,496,880**	**1,531,170**	**1,679,154**	**$ 1,898,293**
Program services	726,293	298,247	398,353	$ 467,760
Administrative and Operation	170,019	229,374	221,207	$ 219,286
Total Expenses	**$ 2,393,192**	**$ 2,058,790**	**$ 2,298,713**	**$ 2,585,340**
Change in net assets	**$ 4,215,953**	**$ -**	**$ 3,153,073**	**$ -**
Key Indicators				
# of FTE's	16.7	16.8	16	23.5
Headcount of Employees	17	18	17	26
Homeowner Counseling	60		44	45
Foreclosure Counseling	136		70	75
Resolve resident driven complains	65		65	75
Participants in special events	800		1350	1000
Estimated # of residents in occupied units	1500		1500	1500
Cumulative # residents per month	5500		5500	5600
Eating Together (# of Meals per week)	450		450	450
# of Participants per month in Cong.	18		20	20
# of unduplicated senior and disabled clients served by Senior Home Repair &	240		175	180
# of Senior Home Repair Jobs	1389		1370	1400
# of volunteers engaged	867		500	575

CHANA: Counseling, Helpline and Aid Network for Abused Women

Mission Statement

CHANA: To provide services to victims of domestic violence and to reduce abuse in the Jewish community through awareness, prevention and advocacy. By empowering women and educating the community, we will build a safer world for our children and grandchildren.

FY11 Highlights

- Successfully moved into new offices in December of 2010 that meets the needs of the clients and the community in a far superior manner than did the previous location.
- Hosted 5 in-service trainings for over 100 mental health practitioners to learn advanced techniques for handling trauma cases.
- Secured funding for the Shofar project from foundations that continues the project for a minimum of 2 more years with no financial allocation necessary from The Associated.
- At the Beth El Healing Shabbat service almost 300 individuals were in attendance, bringing the FY10 total to well over 500 for Shofar awareness and outreach activities.
- Assisted 55 women with crisis intervention and support services while they attempted to provide safety for themselves and their families. About one third was "new" situations where there was repeated violence since the prior intervention.
- Staff and volunteers fielded over 1,200 phone calls and face to face contacts from individuals seeking information, referrals or guidance for their domestic violence related situations. Approximately 75% were from returning individuals who had received some assistance and need further guidance. About 2% are from callers outside the Baltimore metropolitan area who live in a community that does not have a comprehensive response to abuse.
- Provided accompaniment and assistance to 110 (an increase of 100%) cases including protective orders, divorce hearings, custody determinations, criminal investigations and Child Protective Service inquiries.
- Shofar project provided 64 sessions of group therapy for trauma survivors and supervised 21 private therapists who provided individual therapy to 30 individuals at no or very little cost.
- Taught Healthy Relationships curriculum in 14 schools and camps to over 700 adolescents.
- Developed a "Bystander Curriculum" to teach adults and teenagers the importance of not remaining silent when there is knowledge of abuse in a relationship other than their own.
- Provided assistance to an immigrant woman who fled to her country of origin during a one hour window when the abuser was at a job interview.
- Assisted in the prosecution of an abuser who married a 21 year old mentally retarded woman so he could stay in the country. After sexually assaulting her, he threatened the family (who were also immigrants and have limited language ability and financial resources) if they filed for divorce. The state annulled the marriage and he has been in jail for over a year.
- Worked with BJC and several domestic violence advocacy groups to support efforts in Annapolis regarding pertinent legislative initiatives.

FY12 Priorities

- Raise the funds necessary to add to the endowment to allow for the maintenance and operation of the offices
- Expand foundation support to allow adding a position that can address the acute psychiatric needs of the clients.
- Increase the targeted funding for the position of Youth Curriculum Presenter to allow response to growing demand.
- Reach a minimum of 500 individuals during CHANA/Shofar related awareness raising events.
- Teach a minimum of 600 youth between 14-18 years old about healthy and unhealthy relationships.
- Provide a minimum of 1,000 client contacts.
- Support a minimum of 800 counseling contacts through our partnerships.
- Develop a system of non-monetary donations that benefits clients.
- Explore the necessary components of an effective response to Elder Abuse.
- Develop database procedures that allows for better accumulation of statistics for grant proposals and reports.

FY12 Financial Summary Document
Agency Name CHANA

		Actual FY10	Original Budget FY11	Estimated Actual FY11	Proposed Budget FY12
	Revenue				
1	Program/Membership/Tuition/Fees	$ -			$ -
2	Public grants	6,475		5,000	
3	Privat Grants	192,168	130,000	253,627	180,000
	Gift Fund		15,000	13,149	8,794
	New operating campaign		120,000		154,711
4	Interest and other income				
5	Associated related grants	46,546	24,089	64,089	62,580
6	Associated allocation	175,296	98,200	98,200	98,200
	Total Revenue	420,485	387,289	434,065	504,285
	Expenses				
7	Salaries and Benefits				
8	Program	292,220	306,289	349,065	406,861
9	Administrative				
10	Subtotal Salaries and Benefits	292,220	306,289	349,065	406,861
11	Program services	58,298	65,000	55,000	70,000
12	Administrative and Operation	69,967	16,000	30,000	27,424
	Total Expenses	420,485	387,289	434,065	504,285
	Change in net assets	$ -	$ -	$ -	$ -

The Darrell D. Friedman Institute for Professional Development at the Weinberg Center

Mission

DFI's mission is to provide training and leadership development opportunities to the full spectrum of current and potential Jewish communal professionals and lay leaders serving the Jewish community in Baltimore and the surrounding areas. DFI enables all individuals who strive to grow and be successful in a wide range of disciplines and settings in the community to expand and integrate their skills and Judaic competencies.

FY11 Highlights

- Selected nine new Friedman Fellows in order to recruit and retain excellent professionals in Baltimore.
- Implemented the Jewish Heritage series led by Wexner scholars to bring high level of Jewish learning to our lay and professional leaders.
- Through the "train the trainers" program, facilitators began to train lay boards in the community on topics such as lay/pro relations, succession planning and fundraising
- Developed and executed new content areas of training for professionals based on core competencies, including social networking skills, leadership styles, budgeting, writing and speaking skills, and a series for upper level managers in adaptive challenge.
- Implemented the Board's ambassador role in order to connect one on one with the community of professionals and lay leaders.
- Created a smaller working board to implement a strategic plan, ambassador program and curriculum planning and evaluation.
- Partnered with ACHARAI to publicize each other's programs, participated in BJLA, and coordinated to bring their faculty to our upper level managers for an intensive 6 week series.

FY12 Priorities

- Expand the role of ambassador as a relationship builder in order to meet organizational needs; work with organizations to recognize the significance of professional development and to encourage a develop plan with each staff person.
- Assess curriculum: explore the rotation of topics long term, assess needs of constituents including cohorts, focus on competencies, and address levels of experience.
- Increase the number of facilitators and topics for the "train the trainers" program, in order to continue to serve as a resource for facilitated lay leadership learning in organizations and synagogues
- Explore partnerships in the community to enhance the role of the professional and the significance of professional development; expand facilitators and curriculum and create synergies with synagogues, BHI, CJE, and Hillels to enhance the Jewish communal field

FY12 Financial Summary Document
Agency Name: DFI

	Actual FY10	Original Budget FY11	Estimated Actual FY11	Proposed Budget FY12
Revenue				
Program/Membership/Tuition/Fees	$ 10,567	$ 10,000	$ 16,000	$ 14,000
Public grants		-		
Private grants	56,800	13,750	13,760	13,750
Interest and other income	14,877	34,501	24,452	47,545
Associated related grants	122,199	122,205	122,354	114,137
Associated allocation	134,028	75,000	75,000	75,000
Total Revenue	338,471	255,456	251,566	264,432
Expenses				
Salaries and Benefits				
Program	136,340	107,979	110,979	114,242
Administrative	47,676	48,427	48,427	48,291
Subtotal Salaries and Benefits	184,016	156,406	159,406	162,532
Program services	34,985	91,050	84,500	88,000
Administrative and Operation	34,716	8,000	7,660	13,900
Total Expenses	253,717	255,456	251,566	264,432
Change in net assets	$ 84,754	$ -	$ -	$ (0)
Key indicators				
# of FTE's	2.5	2	2	2
Headcount of Employees	3	2	2	2
# of lay participants in workshops	150	50	49	50
# of pro participants in workshops	299	350	265	250
Total # of workshop participants	449	400	265	300
# of IT workshops	19	20	29	25
# of individual workshops *	41	40	38	30
Total Encounters	1232	1250	1258	1250
# of Friedman Fellows	9	19	18	20
# of facilitators for "Train the Trainer"			17	20
# of Board Requests for Trainers			10	10

*Any series are counted as individual workshops from FY10 going forward.

Hillels

Goucher University, Johns Hopkins University, Towson University, University of Maryland Baltimore County (UMBC), & University of Maryland College Park

Mission

Hillel's mission is to enrich the lives of Jewish undergraduate and graduate students so that they may enrich the Jewish people and the world.

Vision

Hillel's vision is to inspire every Jewish student to make an enduring commitment to Jewish life.

Goucher College Hillel

FY11 Highlights

- Second year of Peer-Network Engagement Initiative (PNEI); PNEI enabled Hillel to reach students in new social groups and dorms with meaningful Jewish experiences. Hillel International awarded Goucher a strategic initiative grant to fund the program in FY11, along with piloting TEI, the Tzedek (social justice) Engagement Initiative.
- Student Leadership took off, taking more initiative for planning excellent programs, including the Black Jew Dialogues, Shabbat and Holiday programming, more consistent Jewish learning programs. .
- Enriched Holiday programming engaging a greater number of students in more meaningful public expressions of Jewishness, including over 100 attendees at 7 campus Seders for Passover.
- Director effectively engaged with students and built relationships with faculty through teach a Judaic Studies course and participating in a Posen Seminar on secular Jewish expression.
- Recruited a Winter Taglit-Birthright Israel contingent of 17, and a summer contingent of 4, as well as a more robust follow-through with participants.
- Recruited a 12-person contingent for a JFSJ trip to Biloxi, MS, where students repainted a home and leveled the ground for construction of a new home in an area badly hit by Katrina. Hillel strives to make a commitment to justice sustainable on campus in Baltimore as well, sponsoring weekly volunteering at the Baltimore Child Abuse Center and opportunities each semester to weatherize homes of elderly and needy Baltimore residents with CHAI, Comprehensive Housing Assistance, Inc.
- Increased annual campaign giving, with campaign projected to close at $100,000 goal. Parent giving has continued to increase steadily since last year, and Board giving has maintained a high level ($21,000).
- Effectively utilized Hillel information and solicitation materials, including a High Holiday Card written by Goucher President Sandy Ungar, and a newsletter format designed by Office of Communications.
- Began to engage young alumnae/i through targeted events, now in partnership with J'More
- Held a first engaging Annual Meeting, honoring Goucher College President Sandy Ungar, beginning new traditions honoring student leaders and supporters.

FY12 Priorities

- Complete an ambitious campaign at the direction of our now full-time Development Director generating $150,000 in unrestricted funds for the Hillel (up from $100,000).
- Complete renovation of Hillel space.
- Grow the Jewish learning and religious service content of Hillel through Shabbatonim, student – and staff- led programs that make Jewish learning and spirituality attractive and accessible to at least 50 students on campus.
- Send a group of 15 students on Alternative Break to Israel with the JDC.
- Focus on continuation of rich holiday experiences.
- Growth of Board of Directors, working in partnership with staff.
- Update Hillel website to be an attractive and informative portal to our organization and its activities.
- Growth of engagement with recent alumnae/i.

Johns Hopkins University Hillel

FY11 Highlights

- Expanded High Holiday meals and services this year both on campus and at Hillel.
- Added a Reform evening service that attracted 100 worshippers.
- Hosted Shabbat for over 65 attendees every Friday evening with 35 joining together for lunch.
- Offered one free Shabbat a month attracting 150 students.
- Students started a Reform minyan on the weeks when Shabbat is free, and approximately 20 attend the Egalitarian minyan every week while closer to 50 attend the Orthodox service.
- Provided 10 different student led seders including a birthright alumni seder, a Mexican-American seder, a graduate student seder, an AEPi Seder, and many others including a traditional first and second night seder at Hillel.
- Started monthly lunch and learn sessions on campus with favorite professors. 20 to 70 students attended these engaging sessions.
- Took twenty seven students on birthright in January, and eight are going this summer. The students who went to Israel in January connected deeply to the Ashkelon soldiers. Three of the twenty seven students who went on birthright were elected to the eleven member Jewish Student Association (JSA) board.
- Ten students traveled to Uruguay and had a fulfilling and enriching experience building a house and learning about Jewish life in Uruguay.
- The CHAI (Coalition of Hopkins Activists for Israel) board did great programming from bringing Ambassador Michael Oren to an expanded Israel Fair.
- The Jews in Greek Life (JiGL) board planned a Purim party and over 250 students attended. JiGL also created new learning opportunities both in Fraternities and Sororities and throughout campus.
- Created a strong network of Jewish Graduate students with their own board, weekly email and a variety of activities including community service, sporting and social events, and Jewish study and celebration.

FY12 Priorities

- Diverse Jewish Learning Opportunities - We plan to continue to expand learning opportunities to include Judaic studies professors, individual, traditional study, Jewish culture and new, creative approaches to Jewish learning.
- Student Leadership - We are re-structuring staff time so that student presidents get weekly one on one meeting with a staff member as well as monthly presidents' meetings to encourage collaboration.
- Engagement - We are expanding from 2 to 8 interns in addition to some specific interns focusing on art, Israel and the environment.
- Development - The most that Hopkins Hillel has ever raised was $169,000 and this year, Hopkins Hillel has raised over $210,000. We created a Leadership Circle with donors who commit to $5,000 a year for three years.
- Marketing - Hopkins Hillel will update the website and use student interns to create a YouTube video and more engaging PR materials. We also plan to update our data base increasing the amount of email PR and decreasing paper production.
- Board Development - This year, the board will be more fully engaged in meaningful tasks and more parents of current students will be invited to serve on the board.
- Alternative Break - We hope to offer two alternative breaks this year, one in the winter simultaneously with birthright and one in the spring. Thanks to a generous young alumnus who gave $10,000 toward an educational trip to Poland this spring, 10 students will engage in serious study beforehand and will travel to Poland with Hillel staff, the donor himself, and hopefully a Judaic studies professor.

Towson University Hillel

FY11 Highlights

- Offered two alternative breaks. 12 students went to Amsterdam to explore Jewish Heritage and 10 students went to Miami to volunteer with City Year.
- Over 50 students held leadership roles with the Jewish community in the past year through board positions, committee memberships, or internships.
- Offered full High Holiday services for the second time led by a recent alumni.
- Students participated in CHAI's Weatherization Day, Senior Home Repair Day.
- Sent 30 students on Taglit-Birthright Israel over two trips.
- Peer Network Engagement Interns connected with 120 students who were tracked using a special online system.
- Alternative Break Interns recruited and led orientations for our alternative breaks.
- Focus on handoffs with the community to determine ways to engage college students when they graduate and choose to remain in Baltimore.

FY12 Priorities

- Evaluate all programs/activities and enhance the tracking of relationships with students (not just program attendance)
- Focus on engagement of students through peer networks and leadership development opportunities
- Ensure that new initiatives like Sababa, Challah for Hunger, and JIGL are sustainable.
- Recruit more students for immersion experiences
- Create a sustainability policy for Hillel and buzz on campus
- Implement strategic plan
- Implement marketing strategy utilizing new brand.
- Creation of themed semesters and signature event.

UMBC Hillel

FY11 Highlights

- Fifth year of partnership around UMBC's New Student Book Experience, from leading discussions during Welcome Week to giving next year's book as a senior gift.
- Executed Ten Days of Awesomeness, the first High Holiday celebration on-campus in UMBC's history including services, meals, engagement and programming opportunities.
- Sigma Alpha Epsilon Pi sorority increased visibility and strength on campus including an excellent awareness-raising event called Cancer Schmancer.
- Engaged 25 students in immersion experiences: one Taglit-Birthright Israel and AJWS trip to Mexico.
- Jewish Student Union hosted a large-scale Purim party attended by hundreds of students.
- Continued the tradition of a second-night Passover seder, but this time three students prepared and hosted three different styles of sedarim. Continued partnership with dining services for a more streamlined, affordable meal plan for our students.
- Nascent student initiatives include Sabra Israel group and Jewish learning group.
- Alpha Epsilon Pi, the Jewish fraternity at UMBC and Sigma AEPi, the Jewish sorority at UMBC, inducted approximately 16 new members.
- Students participating in Challah for Hunger can now receive academic credit for their work.
- Beth Shalom on Carroll County has given us a Torah scroll.
- PNEI Interns built relationships with approximately 100 students.

FY12 Priorities:

- A more planful approach to program and marketing for the school year.
- An earnest exploration of higher capacity development.
- Further clarity of overlaps and distinctions between UMBC Hillel and Jewish student organizations.
- More PNEI leader/engagers; enrichment of PNEI interns through mentorship and Jewish learning.

- Year two of High Holiday program experiment.
- Continued strengthening of our relationships with university partners.
- Strengthening student leadership development through targeted use of professional staff time.
- Higher level follow through around immersion experiences and further immersion experiences.
- New opportunities for Jewish learning.
- More attention to engagement of recent alumni.
- Continuing professional development.

University of Maryland, College Park Hillel

FY11 Highlights

- Maryland Hillel forged a strategic partnership with the Repair the World Foundation, which allowed for the creation of the Repair the World Immersion Experience Director position at Maryland Hillel. Amy Weiss for the last three years spearheaded the growth of Maryland Hillel's Alternative Break and Service Learning programs and now occupies this position.
- Sixteen highly accomplished students were again recruited and trained to serve as Jewish Service and Action Fellows. These students underwent a rigorous fifteen-week training to empower them to organize and execute Maryland Hillel Alternative Break trips.
- Ten alternative break trips were facilitated catering to over one hundred and sixty students. Trip topics included veterans' issues, orphans, and disaster relief.
- CEI peer-to-peer methodology is being implemented and integrated into almost all facets of our student leadership development and fellowships.
- As follow through for both Alterative Break and Taglit-Birthright Israel, a Service Corps Fellowship is being developed with the Kolker-Saxon-Hallock Family Foundation. Students are being recruited and trained to create ongoing volunteer opportunities for students on campus.
- Both the Jewish Service and Action Fellowship and the Tzedek Fellowship benefited from the efforts of Rabbi James Kahn, UMD's Senior Jewish Educator, who created learning materials for these courses.
- The Gorlin Family Foundation Shabbat Across Maryland continues to equip students with the resources to host their own Shabbat experiences for themselves and their peers. Close to one thousand students partook in just shy of 100 Shabbat gatherings all on one evening. Hillel has also enabled students seeking to create niche Shabbat gatherings to do so throughout the year, supported by Hillel.
- Maryland Hillel remains a leading recruiter for Taglit-Birthright Israel having recruited almost 200 students for the ten day Israel encounter.
- On separate Friday nights, President Loh and Ruth Messinger joined Maryland Hillel with hundreds of student leaders and community partners to celebrate Maryland Hillel's Center for Jewish (Shabbat) experience and Center for Social Justice.
- As part of its mission to ensure students are not only consumers of Jewish service but contributors too, Maryland Hillel worked with student leaders to host Hillel's first national basketball championship. Twenty One universities participated, raising several thousand dollars for Jewish campus life.
- Maryland Hillel's management team continually works to shore up the fiscal stability of the kosher dining operation, which now is not as dire as it was in the beginning of the year, although still operating at a loss.

FY11 Priorities

- In a peer-to-peer engagement model based on CEI, Maryland Hillel will launch the Blaustein Jewish Educational Activists Initiative, which was deferred for a year, which will see students recruited and trained to create Jewish educational opportunities for their peers.
- Launch training sessions and seminars for student leaders to strengthen general leadership abilities amongst all students engaged in Jewish life on campus.
- Further develop the Service Corps with the training Kolker-Saxon-Hallock Family Foundation Fellows. Student leaders will be trained to create ongoing volunteer opportunities for students on campus.
- Continue to strengthen Hillel's partnership with Repair the World and secure additional organizational partnerships.
- Integrate rigorous Jewish educational materials into more of Hillel's initiatives.

- Hire a new program associate and Tzedek coordinator as well as an administrative assistant for the first time in our organization's history.
- Increase revenue from parents and alumni through diversified fundraising strategies.
- Strengthen Maryland Hillel's administrative support team to ensure staff members are spending maximum time on student life and initiative development.
- Streamline more internal processes like procurement.
- Dedicate increased effort to spreading Maryland Hillel's success story through a variety of media including press releases, parlor meetings and face to face meetings with constituents across the country.
- Bolster the lay board's involvement, execution of responsibilities and strategic direction.

ASSOCIATED: Jewish Community Federation of Baltimore

Total Hillel Operating Programs Budget

Fiscal Year 2012

	The Johns Hopkins University	Towson University	Goucher College	University of Maryland Baltimore County	Total Hillel Operating Programs	UMD College Park Hillel
Revenue						
Development - Campuses	207,796	45,000	154,000	27,877	434,673	697,880
Total Development Revenue	207,796	45,000	154,000	27,877	434,673	697,880
					-	
Grants	5,570	29,253	21,251	41,627	97,701	282,694
Endowment and investment income	66,834	-	-	-	66,834	22,000
					-	
Other					-	
Program Revenue	50,000	9,500	3,000	21,500	84,000	851,500
Associated Allocation	257,677	209,362	120,250	152,928	740,217	200,034
Miscellaneous	12,644	3,500	8,500	6,661	31,305	164,000
Total Other	320,321	222,362	131,750	181,089	855,522	1,215,534
Total Revenue	$ 600,521	$ 296,615	$ 307,001	$ 250,593	$ 1,454,730	$ 2,218,108
					-	
Expenses					-	
Compensation					-	
Salaries	241,000	155,000	159,000	115,250	670,250	783,880
Benefits	50,000	43,663	54,300	31,095	179,058	133,758
DB and Acct Support	45,511	29,191	27,932	21,035	123,669	52,500
Total Compensation	336,511	227,854	241,232	167,380	972,977	970,138
Occupancy	105,500	7,200	1,200	1,250	115,150	125,670
Program	104,250	35,998	34,000	63,000	237,248	1,013,500
Administrative	37,760	17,863	21,069	13,463	90,155	85,800
Marketing	16,500	7,700	9,500	5,500	39,200	23,000
Bad debts	-	-	-	-	-	
Interest	-	-	-	-	-	
Total Expenses	$ 600,521	$ 296,615	$ 307,001	$ 250,593	$ 1,454,730	$ 2,218,108
					-	
Net Surplus (Deficit)	$ -	$ -	$ -	$ -	$ -	$ -

Key Indicators					
FTEs	4	3.5	3	2	12
Headcount of employees	4	4	3	2	12
# students on campus	3100	21000	1450	12,000	34000
Esitmated # Jewish students	550	1200	400	1200	6500
# years Hillel on campus	15	14	12	12	60+
Weekly Shabbat attendance	100	55	35-40	40	450-750
# birthright participants	45	30	25	15	180
# Alternative break participants	13	22	13	10	160
# students in leadership training	7	50	20	25	60+

JEWISH COMMUNITY CENTER OF GREATER BALTIMORE

Mission Statement

The Jewish Community Center of Greater Baltimore promotes and strengthens Jewish life and values through communal programs and activities for individuals and families.

FY11 Highlights

- Expanded outreach efforts for families with young children in the downtown area with the help of a grant from the Meyerhoff Foundation.
- In the process of creating a comprehensive vision for wellness.
- In the process of creating a new vision for Jewish Arts and Culture
- Introduced "J" bucks, a strategy to better align JCC members with the Associated campaign.
- Hosted the first ever Sports/Arts Maccabi Program involving 1000 + teens.
- Developed a comprehensive membership retention plan, resulting in a significant increase in retention.
- Expanded our efforts to obtain endowments to insure long term financial sustainability.
- Implemented the program, Healthy Choices, to combat childhood obesity with the support of a grant from the Rosenbloom Foundation.
- Developed a "working" garden in the Owings Mills Early Childhood Center in memory of Allan Greenberg.
- Honored eight extraordinary Baltimoreans at the Third Baltimore Jewish Hall of Fame event.
- Revitalized BBYO into an attractive and meaningful opportunity for engagement of Jewish teens.
- Implemented KLAL, new special needs program for young adults.
- Implemented a succession plan to deal with the impending retirement of Senior Executives.

FY12 Priorities:

- Finalize and begin implementation of a new Jewish Arts and Culture plan.
- In addition to ongoing work with The Meyerhoff Foundation to expand family outreach programming in downtown Baltimore, these efforts will be strengthened with a grant from the Zimmerman Foundation and expanded to include neighborhood networks for families in the Towson and Mt. Washington corridors.
- Finalize and implement plans for a new "wellness initiative".
- Mobilize Search Committee to hire the new Executive Vice President.
- Develop plans and raise the necessary funds, including endowment, to create a new Arts and Culture facility in the new wing of the Owings Mills JCC.
- Expand marketing efforts to 65+ individuals and couples based upon results of the Community Study and the reduction in fees.
- Develop a Population Study Action Task Force to deal with implications for the JCC.
- Expand our service to individuals with special needs with the help of a grant from the Weinberg Foundation.
- Develop a comprehensive marketing strategy for membership and day camp.
- Hire a Senior Jewish educator whose responsibilities will be engaging unaffiliated young adults in the downtown area.
- Develop a wellness strategy for Orthodox men in Park Heights.
- Open "Esther Ann's Fountain" in honor of Esther Ann Adler.
- Restructure the Adult Life Department to better serve this burgeoning population.
- Expand services to "at risk teens" in the Park Heights area with the help of a grant from the Crane Foundation.
- Send over 100 teens to Israel through JCCA Maccabi Experience, JCC/BZD trip and March of the Living.
- Develop a comprehensive plan to effectively follow-up with teens returning from Israel.

FY12 Financial Summary Document
Agency Name: THE JEWISH COMMUNITY CENTER OF GREATER BALTIMORE
Operating Results

	Actual FY10	Original Budget FY11	Estimated Actual FY11	Proposed Budget FY12
Revenue				
Program/Membership/Tuition/Fees	$ 9,050,713	$ 9,374,289	$ 9,087,780	$ 9,465,020
Public grants	42,500	33,190	35,738	36,190
Private grants	904,882	545,574	798,452	655,490
Interest and other income	588,579	558,478	680,456	635,864
Associated related grants	240,250	235,500	225,000	260,270
Associated allocation	2,607,940	2,870,000	2,870,000	2,950,000
Total Revenue	13,434,864	13,617,031	13,697,426	14,002,834
Expenses				
Salaries and Benefits				
Program	5,376,863	5,456,055	5,473,331	5,566,717
Administrative	3,159,498	3,376,951	3,175,962	3,462,482
Subtotal Salaries and Benefits	8,536,361	8,833,006	8,649,293	9,029,199
Program services	2,086,394	2,012,697	2,096,953	2,228,944
Administrative and Operation	2,602,021	2,771,328	2,899,732	2,744,691
Total Expenses	13,224,776	13,617,031	13,645,978	14,002,834
Change in net assets	$ 210,088	$ -	$ 51,448	$ -

Key Indicators				
# of FTE's	221.65	190.69	224.28	225
Headcount of Employees	856	838	828	830
Membership Units	5,900	5,700	5,500	5,750
Membership Heads	17,000	16,500	16,030	16,500
# of families/month Got Shabbat		50	50	50
OM Preschool		139	148	155
OM Preschool Plus		145	145	148
PH Infant Toddler Program		25	24	24
PH Preschool		32	24	18
PH Preschool Plus		30	35	40
BBYO Members		230	300	330
JCC Maccabi Games		150	250	140
JCC Maccabi ArtsFest		20	50	20
# of Teens in Community Service		300+	450	500+
Camp Milldale		300	330	350
Total # of participants in all camp programs		995	1,080	1,100
Motzi Shabbos		800 middle school; 400 high school	800 middle school; 400 high school	800 middle school; 400 high school

Note: FY11 Maccabi numbers are up as this was a hosting year in Baltimore.

JEWISH COMMUNITY SERVICES

Mission

Through the programs and services of Jewish Community Services, families and individuals will be supported in meeting basic needs for economic sufficiency; in living independently, in achieving mental health and competence; and in feeling supported by and connected to the Jewish community in ways that are meaningful to them.

FY11 Highlights:

- Therapy & Mental Health Services continues to serve over 800 clients per month. With strong fee generation and a frequently-monitored ratio of staff to clients (current as well as those on the waiting list), this service continues to reduce some of its reliance on ASSOCIATED funding, which is needed for other service areas.
- Special Needs programs for disabled individuals have been significantly impacted by State funding reductions. JCS has had to respond quickly to preserve the quality of our Alternative Living Units and Supported Living Programs. Significant marketing and advocacy, staffing adjustments and an increased allocation of JCS' ASSOCIATED funding are allowing these programs to continue.
- Service Coordination is seeing an average of 970 households a month, including the elderly and families. During FY 2011, there has been a steady growth in the number of elderly seeking services.
- Career Services assisted over 1,400 individuals last year. Jobs continue to be scarce and staff is increasingly challenged with clients whose complex issues impact their ability and readiness to work.
- Financial Assistance was provided to over 700 households comprising 1,500 people last year, an average of 160 households a month. Although the total number of families receiving assistance increased about 18% over the prior year, total dollars distributed increased minimally. This is because staff has worked closely with families to move them towards self-sufficiency and to minimize their reliance on community assistance.
- Prevention Education increased its focus on web-based outreach services in addition to maintaining in-person community programming. Last year, web hits to *ifIknew.com* increased from 1,600 to 2,400.
- Volunteer Services provided 24,000 hours of service valued at over $503,000 for a broad range of programs including the Big Brother/Big Sister Program, Pro Bono Services including Legal Services, Dental, and Financial Services, Mitzvah Mobility, Special Connections, Centerpieces for Tzedakah, and the Jewish Prisoner Program.
- Expanded grant funding. JCS leveraged ASSOCIATED funding to acquire $2.2 million in grant and special funding. With the change in the relationship between THE ASSOCIATED and United Way, JCS was able to apply for grants and became a United Way Impact Partner through securing two grants from Baltimore County United Way. JCS also received additional funding from Baltimore County Government for Homelessness Prevention.
- Relocation of the Mitchell David Teen Center. Due to redevelopment of the existing property, JCS needed to seek and locate a new rented facility for the Teen Center. At this time, JCS is close to signing a lease for a new site for the Center. Move-in is slated for May.

FY12 Priorities

- Continue to meet the community's high level of needs in a responsive and comprehensive manner.
- Preserve the full continuum of programs to enable the community to easily access the services they need to live independent, productive, connected, and satisfying lives.
- Fully utilize data from THE ASSOCIATED'S Community Study to inform the JCS Dynamic Strategic Planning Process.
- Continue to leverage funding from THE ASSOCIATED by creatively seeking and obtain new funding sources.
- Work with THE ASSOCIATED to accomplish a capital campaign to pay for the new JCS full-service office at the Owings Mills JCC. Engage with the JCC to begin to co-plan service delivery in Owings Mills.
- Maintain a highly competent workforce by rewarding staff through raises and high-performance bonuses by using productivity and performance standards.

JEWISH COMMUNITY SERVICES FY 2012 BUDGET
SUMMARY BY LINE ITEM WITH COMPARATIVES

	FINANCIAL ASSISTANCE				CORE BUDGET			
	ACTUAL FY 2010	BUDGET FY 2011	ACT/EST FY 2011	BUDGET FY 2012	ACTUAL FY 2010	BUDGET FY 2011	ACT/EST FY 2011	BUDGET FY 2012
REVENUE								
Fees and Contracts	28,407	58,000	48,500	48,500	1,610,513	1,364,578	1,403,388	1,573,097
Public Funding	215,931	52,000	100,000	50,000	2,540,709	2,343,333	2,376,404	2,413,383
Private Grants Outside of Baltimore Jewish Community	25,013	30,000	357,378	325,500	415,790	501,358	240,241	157,001
Private Grants Within Baltimore Jewish Community	497,199	436,195	502,478	476,349	1,023,908	1,024,677	944,218	1,028,738
Interest and Expense Reimbursement	16,772	0	0	0	62,921	62,854	62,854	67,301
ASSOCIATED Allocation	800,000	800,000	800,000	800,000	5,501,684	5,690,000	5,690,000	5,690,000
Total Revenue	1,583,322	1,376,195	1,808,356	1,700,349	11,155,525	10,986,800	10,717,105	10,929,520
EXPENSES								
Salaries and Benefits								
Program	48,000	75,626	121,671	148,199	7,154,002	6,845,307	6,845,978	7,217,596
Infrastructure				0	1,385,496	1,476,674	1,539,914	1,538,243
Subtotal Salaries and Benefits	48,000	75,626	121,671	148,199	8,539,498	8,321,981	8,385,892	8,755,839
Program Expenses	1,300,384	1,300,569	1,430,308	1,552,150	1,306,394	1,511,757	1,095,498	1,102,230
Administrative and Operations					1,194,272	1,153,062	1,076,288	1,071,451
Total Expenses	1,348,384	1,376,195	1,551,979	1,700,349	11,040,164	10,986,800	10,557,678	10,929,520
CHANGE IN NET ASSETS	234,938	0	256,377	0	115,361	0	159,427	0
STAFFING								
SENIOR MANAGEMENT AND ADMIN			0.35	0.35	21.35	16.00	15.42	15.65
SOCIAL SERVICE AND MEDICA	1.50	1.50	1.50	2.00	75.66	71.96	69.67	73.71
DIRECT SERVICE STAFF					49.29	49.54	46.91	49.18
SUPPORT STAFF			0.25	0.25	19.18	26.50	26.40	27.75
TOTAL STAFF	1.50	1.50	2.10	2.60	165.48	164.00	158.40	166.29
STATISTICS								
Average Active Cases per month					2,842	2,875	2,774	2,635
Client Counseling Visits per Year					22,500	23,248	22,505	22,426
Psychiatric Visits per Year					1,644	2,208	2,040	2,040
Psychiatric Rehabilitation Visits per Year					1,920	1,608	1,920	1,512
Families receiving State funded supports for disabilities					164	62	61	59
Alternative Living Unit Residents					24	24	24	24
Avg Financial Assistance Cases/mo	172	175	163	167				
Average Transportation Subsidies/M	22	36	20	20				
Average Subsidized Home Care/Mo			80	100	75	75		
Match Program Scholarships per year	26	26	26	26				
HIAS Arrivals					45	20	20	43
Information and Referral Contacts					15,000	13,236	13,780	13,780
Career Services Individual Contacts					7,668	8,000	9,216	9,216
Outreach and group contacts					13,615	17,305	18,304	20,846
Career Services Scheduled Interviews							1,164	1,164
Career Services Placements							348	348
Big/Little Matches Active During Year					90	89	78	80
Volunteer Client Contacts					1,812	2,236	1,762	2,560
Volunteer Hours of Service per year				Page B-1	24,870	24,870	23,819	23,810

JEWISH MUSEUM OF MARYLAND

Mission

The Jewish Museum of Maryland increases understanding of the American Jewish experience among diverse audiences. It interprets American Jewish history and culture, preserves the material record of Maryland Jewry, and engages the public in discourse about past, present, and future issues of Jewish life.

FY11 Highlights

- During FY11, the Museum completed celebration of its 50th Anniversary with a series of special events, including a well-attended *Fabulous at Fifty* block party in September 2010.
- In an effort to increase community outreach and engagement, FY11 user numbers have risen dramatically. We have equaled FY10 on-site attendance, grown off-site engagement by 25%, and online use by more than 20%.
- The Museum provided services to 6,000 students and professional development for hundreds of educators, in addition to expanding its program of *Student Immigration Stories* in partnership with Baltimore City Public Schools.
- In FY11 the Museum opened two major exhibitions with Jewish content that also targeted key constituencies: an exhibition on Pope John Paul II and the Jewish people (co-sponsored by THE ASSOCIATED, the BJC, and Catholic Charities) and an exhibition of work by African American artist Loring Cornish.
- Two traveling exhibitions have been displayed in key venues, including the Miller State Senate Office Building in Annapolis, the Enoch Pratt Free Library, and the Sixth and I Project in Washington, DC.
- During FY11, the Museum has published four books: a memoir by Arnold Fleischmann; a meditation on the Holocaust by artist-writers Nancy Patz and Susan Roth; a special double issue of *Generations* magazine on "The Search for Social Justice"; and the Museum's first children's book, *The Synagogue Speaks*, illustrated by Jonathon Scott Fuqua and written by Anita Kassof.
- In fall 2010, the Museum unveiled a total re-design of its website (www.jewishmuseummd.org) and launched a series of new media initiatives including a blog, a Twitter account, e-blasts, and several social media applications.
- The JMM continued to attract substantial funding from outside the community, including a *Museums for America* grant of $130,000 from the federal Institute of Museum and Library Services.

FY12 Priorities

- Continue the transition to less costly and more efficient modes of service delivery, with special emphasis on the Internet and community outreach and engagement, including a total re-vamping of our *Attman's Speakers Bureau*, expansion of the *Leo Berger Immigrant's Trunk* program, and development of a new series of Salon Evenings.
- Opening of *Chosen Food: Cuisine, Culture, and American Jewish Identity*, an original main gallery exhibition expected to be among our most popular, together with a book-length catalog, a dedicated project website, an interpretive brochure, a traveling exhibition, and a special issue of *Generations* magazine.
- Completion of two special exhibition initiatives, one in partnership with Levindale and one in partnership with the JHU Museums and Society program; we also anticipate launching a special exhibition initiative in partnership with Yeshiva University Museum and the American Jewish Historical Society.
- Focus on cost containment and expanding base of annual support in FY12 and beyond.

FY12 Financial Summary Document
The Jewish Museum of Maryland

	Actual FY10	Original Budget FY11	Estimated Actual FY11	Proposed Budget FY12
Revenue				
Program/Membership/Tuition/Fees	$ 205,175	$ 215,000	$ 215,000	$ 228,000
Public grants	223,042	68,000	296,788	188,445
Private grants	646,415	592,000	638,212	596,426
Interest and other income	316,428	368,000	368,000	339,513
Draw on reserve funds		42,900	32,800	78,366
Associated allocation	148,204	180,000	190,000	190,000
Total Revenue	1,539,264	1,465,900	1,740,800	1,620,750
Expenses				
Salaries and Benefits				
Program	456,771	484,139	521,039	557,260
Administrative	303,650	312,861	312,861	316,740
Subtotal Salaries and Benefits	760,421	797,000	833,900	874,000
Program services	428,304	322,250	560,250	360,500
Administrative and Operation	335,165	346,650	346,650	386,250
Total Expenses	1,523,890	1,465,900	1,740,800	1,620,750
Change in net assets	$ 15,374	$ -	$ -	$ -
Key Indicators				
# of FTE's		12.6	15.3	15.3
Headcount of Employees		15	17	17
On-site Attendance	9,827		11,000	
Off-site Attendance	12,001		18,000	
School Students Served	6,114		6,500	
Online Visits	33,400		45,000	
Accessions to Collection	74*		79	

JEWISH VOLUNTEER CONNECTION

Mission

Jewish Volunteer Connection (JVC) creates a culture of volunteerism by providing a coordinated, centralized entry point for Baltimore Jewish community volunteers. JVC works to strengthen the Jewish community through high-quality, hands-on volunteer placements and projects, developed in partnership with agencies, congregations and other communal organizations. In its work, JVC is guided by the Jewish values of *tikkun olam* (repairing the world), *gemilut chasadim* (acts of love and kindness) and *tzedakah* (charity).

FY11 Highlights

- Most JVC programs were at, near or even over capacity in FY11, indicating that there is significant interest in volunteering and Jewish programming in the community.
- JVC continues to see an increase in individual volunteer referrals, indicating that this is an ongoing need in the community and that volunteers have an interest in moving toward increased commitments of time.
- JVC successfully moved volunteer participants in outreach programs such as Bookworms to longer term commitments such as weekly tutoring in the school system, indicating that there is potential in the model of moving people along a spectrum of involvement.
- JVC has seen an increase in the number of institutions seeking consultation, service learning content, and referrals, indicating that there is interest in community partnerships and that organizations recognize the need to involve hands-on volunteers in the work of the agency and as community ambassadors.

FY12 Priorities

- Distribution of Mitzvah Makers on the Move to synagogues, schools, and other groups with a goal of engaging families and institutions in hands-on volunteering. Specific target numbers will be set by the family committee.
- Development of a cohort of volunteers to serve as volunteer referral specialists, reaching out to the community and responding to individual volunteer inquiries with JVC.
- Development of a community outreach plan by each program area, focusing on data from the community study.
- Continuation of work with ASSOCIATED agencies and synagogues with the goal of encouraging volunteering through creative and skill-based volunteer opportunities.

FY12 Financial Summary Document
Agency Name JVC

	Actual FY09	Estimated Actual FY10	Proposed Budget FY11	Proposed Budget FY12
Revenue				
Program/Membership/Tuition/Fees	$ 40,000	$ 71,350	$ 10,220	$76,245
Public grants				
Private grants	441,224	483,219	206,670	$191,500
Interest and other income				$75,328
Associated related grants	100,000	100,000		$18,000
Associated allocation	451,853	468,141	103,600	$207,391
Total Revenue	1,033,077	1,122,710	320,490	$568,464
Expenses				
Salaries and Benefits				
Program	698,124	627,869	256,305	$392,078
Administrative				
Subtotal Salaries and Benefits	698,124	627,869	256,305	$392,078
Program services	210,500	365,600	29,185	$133,250
Administrative and Operation	124,453	129,241	35,000	$43,136
Total Expenses	1,033,077	1,122,710	320,490	$568,464
Change in net assets	$ -	$ -	$ -	

NOTE:

FY09 & FY10 Budget reflect the entire CCEL budget, which includes JVC

Beginning FY11 CCEL budget will be a part of the COB for The Associated and not a separate program

Key indicators

# of FTE's	10.5	8.4	3.56	6.9
Headcount of Employees	11	9	5	8
# of Young Adult volunteers	48	100	150	
# of Family volunteers	259	271	400	
# of adults engaged (new program)	n/a	n/a	100	
# of individual referrals/contacts	n/a	125	150	
# of Teen Volunteers*	320	337	350	
% of volunteers who match with	n/a	15%	25%	

* JVC expected to see a decrease in teen volunteers in FY10 as a result

MARYLAND/ISRAEL DEVELOPMENT CENTER

Mission

The mission of the Maryland/Israel Development Center (MIDC) is to foster economic development between Israel and Maryland that leads to company growth and job creation in both communities, as well as to enhance Jewish life locally and the connection between Israel and the Maryland Jewish Community and public.

FY11 Highlights

- The MIDC implemented programs developed in the 2010 strategic plan to address the negative impact of the economic recession, large budget cuts, as well as to expand its outreach into the Maryland and Israeli business and Jewish communities. These included:
    - Launching a membership and sponsorship drive. Over 200 members and sponsors were recruited, bringing in $41,000.
    - Creating an Israel investment fund, the Maryland/Israel Trendlines Fund, in cooperation with the MIDC's Israeli partner The Trendlines Group. Nearly $3 million has been raised towards the goal of raising a $10 million fund. In addition to the primary goal of supporting the growth of high tech companies in Israel, in the long term (5+ years), the fund will produce revenues for the MIDC, assuming successful exits.
- The MIDC conducted one MarketReach America program for Israeli high tech and life science companies. Fourteen Israeli entrepreneurs and over 100 Maryland business people and Jewish community members participated.
- Through the MIDC's new Marketing Committee, the MIDC expanded its events schedule, attracting nearly 600 people to its activities.
- The MIDC launched the Ashkelon College-University of Baltimore partnership. Additionally an Ashkelon businessman, Yossi Dahan, founder of Eldan Car Rental, donated $100,000 to the Baltimore-Ashkelon Small Business Loan Fund, bringing the total fund to over $300,000.
- The MIDC counseled and assisted nearly 50 Israeli and Maryland companies on business development.
- The MIDC concluded four deals between Maryland and Israeli companies.

FY12 Priorities

- Reach the $10 million goal for the Israel investment fund and conduct the due diligence to make the first investments in up to three Israeli companies
- Reach the 300 person membership goal
- Recruit a part-time contractual Business Development Manager, and launch and staff a Business Development Committee
- Conduct the annual MarketReach America program
- Work with The Associated to explore new economic development programs for members of the Baltimore Jewish Community affected by the economic downturn
- Conduct 10 events including MarketReach America, Business Breakfast Briefings, and committee meetings, attracting 600-800 people
- Expand the frequency of the Maryland/Israel Trade News to every other month from quarterly. The newsletter is emailed to more than 3,000 people and has a strong "open rate" exceeding 30 percent.

FY12 Financial Summary Document
MIDC

	Estimated Actual FY10	Proposed Budget FY11	Actual/Est. FY11	Budget FY12
Revenue				
Program/Membership/Tuition/Fees	$ 77,750	$ 41,000	$ 41,000	$ 45,000
Public grants (Md & Mont Co)	159,808	113,244	159,808	159,808
Private grants (DC Fed)	5,000		5,000	
Interest and other income				
Associated related grants				
Associated allocation	179,711	144,493	150,000	150,000
Draw from reserves				13,416
Total Revenue	422,269	298,737	355,808	368,224
Expenses				
Salaries and Benefits				
Program				247,824
Administrative				17,000
Subtotal Salaries and Benefits	209,884	209,000	213,264	264,824
Program services	106,758	63,000	70,000	70,000
Administrative and Operation	86,775	30,200	54,017	33,400
Total Expenses	403,417	302,200	337,281	368,224
Change in net assets	$ 18,852	$ (3,463)		$ -
Key Indicators				
# of FTE's	2	2	2.5	2.5
Headcount of Employees	2	2	2.5	2.5
# of people engaged in MIDC activities	800	600	600	
# of active volunteers	80	60	40	
# of paid MIDC members	138	140	150	
# of Israeli companies engaged	60	40	50	
# of deals between Israeli and MD	2	2	4	

PEARLSTONE CONFERENCE AND RETREAT CENTER

Mission Statement

The mission of The Pearlstone Conference and Retreat Center is to strengthen and celebrate Judaism by hosting and assisting groups to plan and implement customized immersive experiences in our self-sustaining, high quality, environmentally-responsible Jewish hospitality facility.

Kayam at Pearlstone is the outdoor space that allows us to relate to the agriculturalfoundation of Jewish holidays and heritage in a very unique, hands-on manner and to educate our community about environmental responsibility and its interface with Jewish values.

FY11 Highlights

- Initiated a two- year lay and professional leadership transition plan, involving a phasing out of the Executive Director and General Manager, the phasing in of a new Executive Director, and reorganization of other staffing responsibilities. We added a second event coordinator in the effort to enhance guest services and retention.
- Helped launch, and are serving as the central address for, The ASSOCIATED'S 3-year"Going Green Campaign" whose goal is to facilitate the transformation of Jewish institutions and families to practices and behaviors that are earth-friendly and sustainable. The Community Gardening initiative, which is currently helping 6 Jewish institutions plant gardens and teach Jewish values through gardening, is part of the campaign.
- Began implementation of the second year of the Kayam strategic plan with the addition of a farm manager and an animal specialist. The farm is continuing its expansion as a valuable community resource for the modeling and teaching of bio-sustainability and its inextricable relationship with Jewish values, practices, and holidays. Camp Milldale, the JCC, and numerous congregations, schools, and youth groups have all experienced the farm and trails. Kayam has become a national leader in the Jewish Environmental movement and attracts participants from around the country.
- Implemented the seventh annual ***Pesach at Pearlstone.*** The program continues to sell-out and is the highest revenue generator initiated by Pearlstone.
- June 5 will mark our 3rd annual ECORRIDE and ECOFAIR. This festival is the primary fundraising event for Kayam Farm and which attracts close to 500 hundred people to the Reisterstown Campus.

FY12 Priorities

- A strategic planning process to determine both the internal relationship between Pearlstone & Kayam, as well as the Center's external relationships will be launched. The process is co-chaired by Ilene Vogelstein and Mike Saxon. An outside facilitator will be retained to assist in this venture.
- Continue to expand midweek occupancy and generate adequate revenue to annually deposit money into a replacement fund.
- Complete our staff transition plan as of June 30, 2012.
- Implement Year III of the Kayam strategic plan. Proceed with the plans to build a greenhouse annex for the farm. Funding for the building has already been secured.
- To secure on-going funding for the Jewish educators and staff of Kayam Farm.
- Serve Baltimore's synagogue community from a retreat perspective. Due to congregational budget challenges, the retreat experience is low on their list. Serving the local Jewish community as integral to our mission and hope to increase participation in this area.
- Helping our returning guests understand our 6% rate hike—the first in 3 years.
- We are challenging ourselves to explore the feasibility of implementing an Elder Hostel program to fill in our mid-week business.

FY12 Financial Summary Document
Pearlstone Conference & Retreat Center

		Actual FY10	Original Budget FY11	Estimated Actual FY11	Proposed Budget FY12
	Revenue				
1	Guest Revenue	1,528,945	1,565,856	1,619,959	1,652,178
2	Passover Program	173,507	194,606	222,886	229,572
3	Farm Income	207,234	83,198	93,000	179,100
4	Farm Grants	106,733	60,900	70,000	156,000
5	Interest, other income	21,544	10,418	9,551	9,524
6	Associated and other gra:	71,412	77,597	121,547	111,873
7	BJEN Grants	29,211	25,000	16,366	19,400
7	Associated allocation	0	0	0	37,000
	Total Revenue	**2,138,585**	**2,017,575**	**2,153,308**	**2,394,648**
	Expenses				
8	Labor	869,501	800,664	953,844	989,389
9	Food & Beverage	305,896	263,246	279,683	296,464
10	Utilities	114,321	128,721	152,014	165,695
11	Passover	96,940	116,763	103,360	106,811
12	Replacements	40,000	45,000	80,000	34,677
13	Farm	214,881	144,098	163,000	367,045
14	BJEN	29,211	25,000	16,165	19,400
15	Maintenance	65,966	121,367	58,174	64,399
16	Insurance (Liability)	66,419	67,643	48,456	48,456
17	FICA	42,621	47,564	30,868	31,794
18	Medical Insurance	81,408	104,744	88,428	96,387
19	Other Expenses	210,222	152,756	160,511	174,130
	Total Expenses	**2,137,385**	**2,017,566**	2,134,503	2,394,648
	Income (loss)	**1,200**	**9**	**18,805**	**0**

SHEMESH

Mission Statement:
SHEMESH serves as a community-wide program providing the educational support necessary for Jewish children with learning differences to reach their full intellectual, academic, emotional and social potential in a Jewish setting. Services are offered in each school in accordance with the school's educational and religious policies.

FY11 Highlights

- Added Krieger-Schechter Day School as a Limited Partner, providing weekly speech and language therapy. Also added Cheder Chabad as a Limited Partner, providing consultation as needed and including them in professional development offerings. Currently holding discussions with Beth Tfiloh and Torah Institute to form Limited Partnerships.
- Initiated co-ed small classroom for first graders, hosted by Yeshivat Rambam. Six students formerly from Bais Yaakov, Talmudical Academy and Wellwood Elementary receive individual instruction as well as inclusion in the regular classroom for davening, lunch, recess and any subjects that are appropriate.
- Initiated series of Webinars, allowing teachers to "attend" professional development seminars at their convenience.
- Initiated process for self-assessment, promoting reflective practice and professional growth for all special education teachers.
- Served as consultants to Yeshivat Rambam administrators and parents as high school announced its closing.
- Offered two workshops, on Executive Functioning to parents and educators, with a third in-depth parent workshop as follow-up. Attendance was over 110 people at each presentation.
- Provided supervision and consultation to small class for girls hosted at Bais Yaakov Middle School and sponsored by Maryland State Department of Education.
- Developed, implemented and supervised college-credit student internship program with MAALOT Seminary special education students, providing classroom teachers with assistants while the students acquired hands-on experience.
- Provided Professional Development to 750 special education and general education teachers.
- Partnered with Kennedy-Krieger Institute to offer eight customized professional development seminars to SHEMESH partner schools.
- Created a new fee system and helped the schools transition to this system, offering more flexibility in meeting the needs of the students. For example, a special educator can now spend time observing a student in the regular classroom without worrying that there is no one to bill for that time. This system also is a shift from the fee for service model to a flat fee model, making collections easier for the school and budgeting more straightforward for the parents.

FY12 PRIORITIES

- Continue to pursue ties with non-partner Jewish day schools, including The Day School at Baltimore Hebrew.
- Create new ways to increase funding and financial stability, including a long-term development plan.
- Implement marketing plan developed with THE ASSOCIATED.
- Expand the Board and increase Board involvement in marketing and development.
- Broaden relationships with state education officials.
- Determine SHEMESH role, if any, in assisting congregational preschools.
- Seek funding for a behavioral specialist whose addition to the SHEMESH staff would enable us to serve children with Downs' Syndrome and other emotional/behavioral issues.

FY12 Financial Summary Document
SHEMESH

		Original Budget FY11	Estimated Actual FY11	Proposed Budget FY12
	Revenue			
1	Contributions	$ 150,722	$ 130,000	$ 135,000
3	Private grants	405,000	175,000	275,000
4	In-kind administrative and occupancy suppo	50,000	50,000	20,000
5	Associated related grants	100,000	100,000	100,000
6	Associated allocation	100,000	100,000	200,000
7	Other Revenue		12,000	5,113
	Total Revenue	805,722	567,000	735,113
	Expenses			
7	Salaries and Benefits			
8	Program	190,101	188,620	202,611
9	Administrative	202,146	201,300	212,502
10	Subtotal Salaries and Benefits	392,247	389,920	415,113
11	Program Services to schools	303,475	280,000	240,000
12	Professional Development and Services	60,000	58,000	50,000
13	Administrative and Operation	50,000	50,000	30,000
13	Other Expenses	-	8,000	
	Total Expenses	805,722	785,920	735,113
	Change in net assets	$ -	$ (218,920)	$ -

Key Indicators	
# of FTE's	4.97
Headcount of Employees	9
# student serviced in learning centers	170
# students serviced by co-teaching	180
# full partner schools	3
# limited partner schools	4

ASSOCIATED
Funded Programs

ASSOCIATED Funded Programs

The American Jewish Joint Distribution Committee
FY2011 - $1,500,000
FY2012 - $1,481,000

JDC works with partners in 70 countries around the world to rescue Jewish lives at risk, bring relief to Jews in need, renew lost bonds to Jewish identity and Jewish culture, and help Israel overcome the social challenges of its most vulnerable citizens, both Jewish and non-Jewish. JDC reach extends beyond the global Jewish community by providing non-sectarian disaster relief and long-term development assistance worldwide.

Baltimore Hebrew Institute at Towson University
FY2011 - $640000
FY 2012 - $640,000

Beginning on July 1, 2009 Baltimore Hebrew Institute began its first year at Towson University and has put in place three Masters level degrees in Judaic studies. As part of the merger agreement, the ASSOCIATED will be funding costs attributed to BHI for FY11 and FY12.

Community Fund for Israel Experiences
FY 2011 - $118,156
FY 2012 - $118,156

The Community Fund for Israel Experiences provides financial assistance for Baltimore Jewish youth to participate in Israel with pre- and post-trip educational experiences. The fund is administered by the Center for Jewish Education.

Council on Jewish Day School Education
FY 2011 - $3,100,000
FY 2012 - $3,100,000

The Council on Jewish Day School Education makes per capita grant allocations to the following schools: Bais HaMedrash and Mesivta of Baltimore, Bais Yaakov School for Girls, Baltimore Hebrew Congregation Day School, Beth Tfiloh Dahan Community School, Bnos Yisroel School for Girls, Krieger Schechter Day School, Ner Israel Rabbinical College, Shoshana Cardin Community Day School, Talmudical Academy, and Torah Institute. Funds are also allocated for teacher training to the aforementioned schools. The funding is as follows: $1.5 million comes from THE ASSOCIATED's annual campaign, $600,000 comes from the Harry Weinberg Family Foundation and $1 million from the Weinberg Day School Match.

Edward A. Myerberg Senior Center
FY 2011 - $110,000
FY 2012 - $95,000

The Edward A. Myerberg Senior Center is dedicated to enhancing the quality of life for senior adults. It provides a wide range of programs and support services designed to meet the evolving educational, recreational, physical, social, and emotional needs of senior adults. Included in the allocation to the Center is a $10,000 from the Harry Weinberg Family Foundation of THE ASSOCIATED.

Jewish Cemetery Association of Greater Baltimore
FY 2011 - $7,000
FY 2012 - $7,000

The Jewish Cemetery Association of Greater Baltimore assists local Jewish cemeteries by acting as an advisor with areas of need or concern such as maintenance, landscaping, record keeping, etc. The JCA does not actively seek to acquire cemeteries; however, the JCA is available for assistance when cemeteries become financially or physically incapable of appropriately caring for their cemetery. Currently, the JCA owns and operates 7 cemeteries.

Jewish Agency for Israel
FY 2011- $3,830,000
FY2012 - $3,733,000

JAFI works to inspire Jews throughout the world to connect with their people, heritage and Land, and empower them to build a thriving Jewish future and a strong Israel. It accomplishes this goal by focusing on three areas: to inspire Jews throughout the world to connect with their people, heritage and land, and empower them to build a thriving Jewish future and a strong Israel. The organization connects the younger generation with Israel, making it a part of their Jewish identity, simultaneously working to involve all world Jewish with Israelis – to influence those outside Israel and to help shape the future character of Israeli society.

Jewish Educational Enhancement Projects
FY 2011 - $110,509
FY 2012 - $110,509

The Jewish Education Enhancement Projects fund is a partnership between THE ASSOCIATED system, congregations, and outreach organizations. Administered by the Center for Jewish Education, the fund provides Micro grants for congregations and outreach organizations to develop special projects or expand current successful programs that enhance educational outreach. Additionally, JEEP provides larger Impact Grants to stimulate innovative Jewish educational concepts in line with the 2009 report of the Commission for a Learning Community.

Levindale Northwest Senior Shuttle
FY 2011 - $47,000
FY 2012 - $47,000

Levindale serves the Jewish community with its transportation needs for senior citizens in the Park Heights Area through the Northwest Senior Shuttle. The Shuttle provides quality services five days a week for seniors, transporting 30 to 35 passengers daily, and up to 60 passengers on Thursdays for shopping trips.

Program of Incentives for Jewish Educators
FY 2011 - $142,645
FY 2012 - $142,645

The PIJE Program was developed as a means to stimulate teacher performance and professional growth, while at the same time improving curricular instruction. The program includes *Rimon,* series of professional development workshops, as well as a "Yom Iyun" day of study for teachers and principals to develop critical skills. Participating teachers receive remuneration for their attendance.

Scholarship for New Immigrants
FY 2011 - $20,000
FY 2012 - $20,000

The Scholarship Fund for New Immigrants (SFNI) provides partial financial assistance to new immigrants for formal and informal Jewish education programs in Baltimore. Scholarships are provided for Jewish day schools, congregational schools, day care, and summer day camps.

Senior Friendly Neighborhoods
FY 2011 - $409,000
FY 2012 - $409,000

Senior Friendly Neighborhoods (SFN), a program of THE ASSOCIATED, provides enriched supportive services for older adults living in northwest Baltimore City and the Milbrook neighborhood in Baltimore County. Targeted to low to moderate-income adults over 62 years of age, SFN enables people to "age in place" in their own homes by bringing a package of services to where they live. SFN is a partnership between non-profit social providers (the JCC, JFS, CHAI, & Lifebridge) who are affiliated with THE ASSOCIATED, as well as the seniors themselves and the property owners and managers.

Fiscal Year 2012

Operating Budget

THE ASSOCIATED: Jewish Community Federation of Baltimore

Summary Statement of Revenue and Expenses

Fiscal Year 2012

	FY 2010 Audited Actual	FY 2011 Approved Budget	FY 2012 Proposed Budget
Revenue			
Campaign			
Annual	$ 31,007,939	$ 31,000,000	$ 30,800,000
All Other	2,811,456	1,766,208	1,621,404
Total Campaign	33,819,395	32,766,208	32,421,404
Grants	2,034,517	3,123,662	2,754,756
Endowment draws and investment incom	2,697,463	3,478,368	3,373,468
Other			
Infrastructure	1,107,825	1,274,736	1,317,434
Legacy and Endowment Fees	2,047,370	2,088,042	2,305,534
Program Revenue	622,260	855,965	1,287,655
Miscellaneous	435,287	326,873	272,882
Total Other	4,212,741	4,395,616	5,183,505
Total Revenue	$ 42,764,116	$ 43,913,854	$ 43,733,132
Expenses			
Allocations	$ 27,155,346	$ 27,682,080	$ 27,321,419
Compensation			
Salaries	7,633,078	7,523,472	7,930,623
Benefits	1,555,865	1,589,020	1,785,032
Total Compensation	9,188,943	9,112,491	9,715,655
Occupancy	1,497,928	1,989,724	2,004,864
Program	2,418,585	1,974,481	2,327,893
Administrative	1,310,778	1,160,144	1,147,796
Marketing	352,278	544,933	455,505
Bad Debts	616,000	620,000	616,000
Interest	137,812	180,000	144,000
Transfer to Capital Fund	-	650,000	-
Total Expenses	$ 42,677,669	$ 43,913,854	$ 43,733,132
Net Surplus (Deficit)	$ 86,447	$ 0	$ 0

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The format and presentation of the FY 2012 budget has not changed significantly from prior year. Certain prior year amounts were restated to conform to the current year presentation.

Revenue

Campaign - Annual	The 2011 campaign funds FY 2012. The budgeted 2011 Campaign is expected to close at $30,800,000 which is slightly lower than the last two years campaigns. Included in this amount is the Jewish Federation of Howard County's annual campaigns which is expected to close at $660,000 for 2011 compared to $600,000 and $570,000 for 2010 and 2009, respectively.
Campaign - All Other	All Other Campaign Revenue is comparable to prior year. Please refer to page A4 for details.
Grants	Grants Revenue is approximately $370,000 less than prior year. This is due to reduced grants as a result of a lower average investment balance than prior year, reduction in State grants and United Way funding. See page A4 for details.
Endowment and Investment Income	The slight decrease from prior year in Endowment and Investment Income is primarily due to a lower average investment balance upon which draws are made. See page A4 for details.
Other - Infrastructure	Infrastructure Revenue is comparable to prior year.
Other - Legacy and Endowment Fees	Fees are assessed for the administration and management of investment assets and in the aggregate represents approximately 0.48% of the total market value of these assets. The increase in this amount from the prior year is due to the 14 % increase in these assets from December 31, 2009 to December 31, 2010. The amount budgeted for FY 2012 represents the actual fees received for the first calendar quarter of 2011 with no increase in these underlying assets projected over FY 2012.
Other - Program Revenue	Program Revenue is approximately $430,000 greater than prior year. Mission Revenues are up due to more missions planned over prior year. Program Revenue for Operating Programs increase due to more programs being offered in FY 2012. Program Revenue for Campaign Events increase is due to more aggressive fees and Corporate Sponsorships. See page A4 for details.
Other - Miscellaneous	FY 2012 amount is comparable to prior year.

Allocations	FY 2012 amount is comparable to prior year. Please refer to pages A5, A6, and A7 for further details of allocations.
Compensation - Salaries	Salaries are up approximately $407,000 or 5% due to increase in staff at both central office and operating programs. Salary increases to staff in current year aggregate 3% but are being deferred until January 1, 2012. All in all, the average salary per staff increased just slightly over 1%. Refer to page A8 for details.
Compensation - Benefits	Benefits are up 12% over prior year. Health care costs are up 19% due to premium increase of 9% and increase in plan coverage and enrollment in the plan. Retirement contributions reflect a full year of the new Safe Harbor Plan under which the employer match is up to 4% of employee contributions. Refer to page A8 for details.
Occupancy	Overall occupancy expenses are comparable to prior year. Note that Capital Infrastructure costs have been reclassified to this line from the Capital Budget. Refer to page A9 for details.
Program	Overall program expenses are almost $355,000 greater than in prior year due to missions as explained above in Programs Revenue. Refer to page A9 for details.
Administrative	Overall administrative expenses are comparable to prior year. Refer to page A9 for details.
Marketing	Overall marketing expenses continue to decline from prior years due primarily to increased use of technology. Refer to page A9 for details.
Bad Debts	Consistent with prior years and based on our current collection experience, we are providing for uncollectible accounts at 2% of the total annual campaign amount.
Interest	Represents our projected interest costs related to borrowings under our lines of credit. Decline is based on continued low rates of interest coupled with less than expected borrowings from prior years levels.
Transfer to Capital Fund	In FY 2011, a transfer of $650,000 was made to the Capital Fund to support debt service payments required for that year. No such transfer is required for FY 2012.

THE ASSOCIATED: Jewish Community Federation of Baltimore

Revenue Detail

Fiscal Year 2012

	FY 2011 Approved Budget	FY 2012 Proposed Budget
Revenue		
Campaign		
Annual	$ 31,000,000	$ 30,800,000
All Other		
Funds raised for Operating Programs	907,643	821,404
Funds raised for Supported Programs	858,565	800,000
Total All Other	1,766,208	1,621,404
Total Campaign	32,766,208	32,421,404
Grants		
Harry Weinberg Family Foundation	1,390,000	1,330,000
Grants From Other Foundations	908,662	756,756
United Way	550,000	443,000
State of Maryland	275,000	225,000
Total Grants	3,123,662	2,754,756
Endowment draws and investment income		
Unrestricted Endowment	1,836,247	1,747,135
Restricted for Agencies	606,776	591,718
Restricted for Purpose	437,570	417,566
Restricted for Operating Programs	213,395	243,482
Restricted for Baltimore Hebrew Institute	200,000	200,000
Investment income	184,380	173,567
Total Endowment draws and investment income	3,478,368	3,373,468
Other		
Infrastructure	1,274,736	1,317,434
Legacy and Endowment Fees	2,088,042	2,305,534
Program Revenue		
Mission Revenue	600,000	844,000
Program Revenue-Operating Programs	135,970	266,745
Program Revenue-Campaign Events	119,995	176,910
Total Program Revenue	855,965	1,287,655
Miscellaneous	326,873	272,882
Total Other	4,545,616	5,183,505
Total Revenue	$ 43,913,854	$ 43,733,132

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THE ASSOCIATED: Jewish Community Federation of Baltimore

Allocations

Fiscal Years 2010, 2011, and 2012

	FY 2010 Audited Actual	FY 2011 Approved Budget	FY 2012 Proposed Budget
Agencies			
Baltimore Jewish Council (BJC)	$ 882,143	$ 857,490	$ 773,230
Center for Jewish Education (CJE)	1,733,977	1,641,790	1,662,700
Comprehensive Housing Assistance, Inc. (CHAI)	586,864	544,602	532,699
Hebrew Burial Society (HBS)	1,500	1,000	1,000
Hebrew Free Loan (HFL)	22,538	20,140	20,059
Hillel-College Park (HCP)	140,007	192,230	207,774
Jewish Community Center (JCC)	3,108,218	3,479,382	3,571,014
Jewish Community Services (JCS)	6,893,649	6,963,251	6,541,754
Jewish Museum of Maryland (JMM)	269,510	236,145	246,764
Maryland Israel Development Center (MIDC)	181,670	150,000	150,000
Pearlstone Retreat and Conference Center (PRC)	190,957	165,883	184,974
Net Subsidy to Misc. Agencies and Programs	21,537	-	-
Total Agencies	$ 14,032,569	$ 14,251,913	$ 13,891,968
Supported Programs			
Baltimore Board of Rabbis	50,000	50,000	50,000
Baltimore Hebrew Institute (BHI) at Towson	542,000	640,000	640,000
Baltimore Hebrew University (BHU) Closing Costs	250,000	-	-
Edward A. Myerberg Senior Center	110,000	100,000	95,000
Jewish Cemetery Association	7,000	7,000	7,000
Levindale Northwest Senior Shuttle	47,000	47,000	47,000
Local Agency Marketing	36,000	-	-
Meals on Wheels	120,000	120,000	120,000
Moishe House	-	-	36,000
Scholarships-New Immigrants	20,000	20,000	20,000
Sinai Hospital Senior Friendly Program	-	50,000	50,000
Teen Giving Initiative	-	7,000	7,000
Other Programs (SFN, PJ Library, Shemesh, Camperships)	846,000	-	-
Total Supported Programs	$ 2,028,000	$ 1,041,000	$ 1,072,000
Day Schools			(not updated)
Bais Hamedrash	49,511	52,018	52,018
Bais Yaakov	712,049	740,190	740,190
Baltimore Hebrew	43,446	36,870	36,870
Beth Tfiloh	449,268	425,941	425,941
Bnos Yisroel	181,596	199,178	199,178
Krieger Schechter	261,127	251,119	251,119
Ner Israel	380,712	374,862	374,862
Shoshana S. Cardin	40,963	35,213	35,213
Talmudical Academy	427,596	434,048	434,048
Teacher Training Program	30,668	44,003	44,003
Torah Institute	312,237	315,881	315,881
Yeshivat Rambam	210,825	190,677	190,677
Total Day Schools	$ 3,100,000	$ 3,100,000	$ 3,100,000

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THE ASSOCIATED: Jewish Community Federation of Baltimore

Allocations

Fiscal Years 2010, 2011, and 2012

	FY 2010 Audited Actual	FY 2011 Approved Budget	FY 2012 Proposed Budget
Affiliated Organization			
Jewish Federation of Howard County (JFHC)	$ 353,400	$ 382,000	$ 422,800
Israel and Overseas			
Jewish Agency for Israel	4,268,564	3,830,000	3,773,000
Joint Distribution Committee	1,672,855	1,500,000	1,481,000
Baltimore/Ashkelon Partnership	475,000	475,000	500,000
Ashkelon Volunteer Center	-	-	70,000
Odessa	200,000	200,000	105,000
JDC Hunger	300,000	300,000	300,000
Supplemental Funding	907,768	910,000	860,000
Israel Engagement Local Programs	120,684	100,000	100,000
JAFI Israeli Counselors at JCC Camps	20,000	20,000	20,000
Birthright Israel	163,632	246,000	246,000
Hillel Israel Scholarships	25,000	25,000	25,000
Total Israel and Overseas	$ 8,153,503	$ 7,606,000	$ 7,480,000
National Dues			
Jewish Federations of North America	1,026,000	870,000	973,484
National Funding Council Dues	10,000	10,000	10,000
Jewish Communal Service Association	2,500	2,500	2,500
Total National Dues	$ 1,038,500	$ 882,500	$ 985,984
JFNA National Agencies Alliance			
Association of Jewish Family and Children's Agencies	2,070	2,581	2,231
HIAS (National)	32,580	27,650	23,900
Hillel (National)	82,890	82,950	71,700
Jewish Community Centers Assoc.	82,350	82,581	71,381
Jewish Council for Public Affairs	41,535	42,397	36,647
Jewish Education Service of N.A.	48,105	49,033	42,383
Jewish Telegraphic Agency	26,280	33,917	29,317
National Conference on Soviet Jewry	19,872	19,908	17,208
National Foundation for Jewish Culture	32,985	27,650	23,900
Total JFNA National Agencies Alliance	$ 368,667	$ 368,667	$ 318,667
Other National Agencies			
American Jewish Committee	88,000	50,000	50,000
Total Other National Agencies	$ 88,000	$ 50,000	$ 50,000
Total Grants to Organizations	$ 29,162,639	$ 27,682,080	$ 27,321,419

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THE ASSOCIATED: Jewish Community Federation of Baltimore
Funding Recommendations for Local Agencies and Services
Fiscal Year 2012

	FY 2012 Core Allocation Proposed	FY 2012 Other Grants Proposed	FY 2012 Restricted Proposed	FY 2012 Associated Infrastructure	FY 2012 Total Proposed
Agencies					
Baltimore Jewish Council (BJC)	$ 738,000	$ -	$ 29,846	$ 5,384	$ 773,230
Center for Jewish Education (CJE)	931,338	501,310	216,190	13,861	1,662,700
Comprehensive Housing Assistance, Inc. (CHAI)	240,000	239,000	40,000	13,699	532,699
Hebrew Burial Society (HBS)	1,000	-	-	-	1,000
Hebrew Free Loan (HFL)	12,000	-	-	8,059	20,059
Hillel-College Park (HCP)	180,000	15,000	-	12,774	207,774
Jewish Community Center (JCC)	2,950,000	160,000	181,191	279,823	3,571,014
Jewish Community Services (JCS)	5,516,048	623,952	371,623	30,131	6,541,754
Jewish Museum of Maryland (JMM)	190,000	-	15,445	41,319	246,764
Maryland/Israel Development Center (MIDC)	150,000	-	-	-	150,000
Pearlstone Retreat and Conference Center (PRC)	-	-	23,789	161,185	184,974
Total Agencies	$ 10,908,386	$ 1,539,262	$ 878,084	$ 566,235	$ 13,891,968

Detail for Other Grants Proposed	FY 2012 Other Grants Proposed
CJE:	
Program of Incentives for Jewish Educators	$ 142,645
PJ Library	130,000
Community Fund for Israel Experience	118,156
Jewish Education Enhancement Projects	110,509
	501,310
CHAI:	
CHAI Senior Housing	210,000
Senior Friendly Neighborhoods	29,000
	239,000
HCP:	
Capacity Building	15,000
	15,000
JCC:	
Senior Friendly Neighborhoods	160,000
	160,000
JCS:	
Financial Assistance	450,000
Senior Friendly Neighborhoods	170,000
Jewish Legal Services	3,952
	623,952
Total Other Grants Proposed	$ 1,539,262

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THE ASSOCIATED: Jewish Community Federation of Baltimore
Compensation
Fiscal Year 2012

	FY 2011 Approved Budget	FY 2012 Proposed Budget
Salaries		
Central Office	$ 5,753,121	$ 6,002,344
Operating Programs	1,770,351	1,928,278
Total Salaries	$ 7,523,472	$ 7,930,623
Full Time Equivalents (FTE)		
Central Office	82.4	85.4
Operating Programs	29.0	32.3
Total FTEs	111.4	117.7
Average Salary per FTE		
Central Office	$ 69,819	$ 70,285
Operating Programs	61,152	59,755
Average Salary per FTE	$ 67,566	$ 67,397
Benefits		
Medical	$ 637,509	$ 759,210
FICA	488,692	533,459
Retirement	197,446	260,509
Other Benefits	80,865	74,427
Hillel Benefits	184,508	157,427
Total Benefits	$ 1,589,020	$ 1,785,032
Total Compensation	$ 9,112,492	$ 9,715,655

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THE ASSOCIATED: Jewish Community Federation of Baltimore

Other Expense Detail

Fiscal Year 2012

	FY 2010 Audited Actual	FY 2011 Approved Budget	FY 2012 Proposed Budget
Other Expense Detail			
Occupancy			
Capital Infrastructure	$ -	$ 550,000	$ 517,000
Utilities	299,000	291,150	309,500
Preventive Maintenance	157,533	188,163	193,725
Repairs	155,200	192,750	188,350
Equipment Rental and Repair	93,927	81,000	83,078
Cleaning	129,700	127,400	102,400
Rent	134,354	116,021	76,400
Parking	96,000	96,000	96,000
Security	52,250	128,000	143,500
Food Service	69,050	68,300	62,450
Computer-related	56,201	80,027	163,503
Other	89,740	70,913	68,958
Total Occupancy	$ 1,332,955	$ 1,989,724	$ 2,004,864
Program			
Missions	70,600	670,700	1,045,700
Program Expenses-Operating Programs	837,875	792,461	710,875
Program Expenses-Campaign Events	459,765	497,600	557,298
Other	13,520	13,720	14,020
Total Program	$ 1,381,760	$ 1,974,481	$ 2,327,893
Administrative			
Professional	$ 286,884	$ 201,850	$ 218,202
Communications	111,841	139,697	131,988
Staff Business	83,988	78,605	75,215
Insurance	115,563	137,612	151,162
Conferences	74,450	75,663	98,105
Office Expenses	134,118	139,252	93,391
Contingency	200,000	240,000	200,000
Other	136,295	147,465	179,733
Total Administrative	$ 1,143,139	$ 1,160,144	$ 1,147,796
Marketing			
Advertising and Printing	246,491	403,648	309,120
Website	49,535	48,035	48,385
Other	100,500	93,250	98,000
Total Marketing	$ 561,785	$ 544,933	$ 455,505

THE ASSOCIATED: Jewish Community Federation of Baltimore

Total Budget by Central Office Budget, Operating Programs, and Associated Operating

Fiscal Year 2012

	Central Office	Operating Programs	Associated Operating	Total
Revenue				
Campaign				
Annual	$ -	$ -	$ 30,800,000	$ 30,800,000
All Other	-	821,404	800,000	1,621,404
Total Campaign	-	821,404	31,600,000	32,421,404
Grants	37,500	532,000	2,185,256	2,754,756
Endowment and investment income	3,379	243,482	3,126,607	3,373,468
Other				
Infrastructure	486,370	-	831,064	1,317,434
Legacy and Endowment Fees	2,305,534	-	-	2,305,534
Program Revenue	1,020,910	266,745	-	1,287,655
Operating Program Allocation	-	1,475,217	(1,475,217)	-
Miscellaneous	130,991	141,891	-	272,882
Total Other	3,943,805	1,883,853	(644,153)	5,183,505
Total Revenue	$ 3,984,684	$ 3,480,738	$ 36,267,710	$ 43,733,132
Expenses				
Allocations	$ -	$ -	$ 27,321,419	$ 27,321,419
Compensation				
Salaries	5,727,833	1,928,278	274,512	7,930,623
Benefits	1,395,861	389,171	-	1,785,032
Total Compensation	7,123,694	2,317,449	274,512	9,715,655
Occupancy	654,406	164,927	1,185,531	2,004,864
Program	1,488,470	839,423	-	2,327,893
Administrative	812,476	97,469	237,851	1,147,796
Marketing	394,035	61,470	-	455,505
Bad Debts	-	-	616,000	616,000
Interest	-	-	144,000	144,000
Total Expenses	$ 10,473,081	$ 3,480,738	$ 29,779,312	$ 43,733,131
Net Surplus (Deficit)	$ (6,488,397)	$ 0	$ 6,488,398	$ 0

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THE ASSOCIATED: Jewish Community Federation of Baltimore

Total Operating Programs Budget

Fiscal Year 2012

	Darrell Friedman Institute	Chana	Jewish Volunteer Connection	Shemesh	Hillel Greater Baltimore Programs	Total Operating Programs
Revenue						
Campaign						
Annual	$ -	$ -	$ -	$ -	$ -	$ -
All Other	1,250	171,454	143,636	81,599	423,465	821,404
Total Campaign	1,250	171,454	143,636	81,599	423,465	821,404
Grants	12,500	110,500	-	375,000	34,000	532,000
Endowment and investment income	114,068	62,580	-	-	66,834	243,482
					-	
Other					-	
Infrastructure	-	-	-	-	-	-
Legacy and Endowment Fees	-	-	-	-	-	-
Program Revenue	15,000	-	160,745	-	91,000	266,745
Operating Program Allocation	75,000	150,000	260,000	250,000	740,217	1,475,217
Miscellaneous	44,702	3,294	-	4,000	89,895	141,891
Total Other	134,702	153,294	420,745	254,000	921,112	1,883,853
Total Revenue	$ 262,520	$ 497,828	$ 564,381	$ 710,599	$ 1,445,411	$ 3,480,738
Expenses						
Allocations	$ -	$ -	$ -	$ -	$ -	$ -
Compensation						
Salaries	121,850	321,000	333,726	354,439	797,263	1,928,278
Benefits	41,912	79,404	54,268	56,160	157,427	389,171
Total Compensation	163,762	400,404	387,994	410,599	954,690	2,317,449
Occupancy	877	11,644	19,256	10,000	123,150	164,927
Program	88,000	70,000	131,925	290,000	259,498	839,423
Administrative	6,881	12,260	10,755	-	67,573	97,469
Marketing	3,000	3,520	14,450	-	40,500	61,470
Bad Debts	-	-	-	-	-	-
Interest	-	-	-	-	-	-
Total Expenses	$ 262,520	$ 497,828	$ 564,380	$ 710,599	$ 1,445,411	$ 3,480,738
Net Surplus (Deficit)	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0

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THE ASSOCIATED: Jewish Community Federation of Baltimore

Total Hillel Operating Programs Budget

Fiscal Year 2012

	The Johns Hopkins University	Towson University	Goucher College	University of Maryland Baltimore County	Total Hillel Operating Programs
Revenue					
Campaign					
Annual	$ -	$ -	$ -	$ -	$ -
All Other	207,796	45,000	133,881	36,788	423,465
Total Campaign	207,796	45,000	133,881	36,788	423,465
Grants	-	9,000	17,000	8,000	34,000
Endowment and investment income	66,834	-	-	-	66,834
Other					
Infrastructure	-	-	-	-	-
Legacy and Endowment Fees	-	-	-	-	-
Program Revenue	50,000	9,500	-	31,500	91,000
Operating Program Allocation	257,677	209,362	120,250	152,928	740,217
Miscellaneous	18,214	23,753	12,051	35,877	89,895
Total Other	325,891	242,615	132,301	220,305	921,112
Total Revenue	$ 600,521	$ 296,615	$ 283,182	$ 265,093	$ 1,445,411
Expenses					
Allocations	$ -	$ -	$ -	$ -	$ -
Compensation					
Salaries	282,096	187,860	186,469	140,838	797,263
Benefits	54,915	36,994	37,463	28,055	157,427
Total Compensation	337,011	224,854	223,932	168,893	954,690
Occupancy	113,500	7,200	1,200	1,250	123,150
Program	104,250	35,998	41,750	77,500	259,498
Administrative	29,260	18,063	8,300	11,950	67,573
Marketing	16,500	10,500	8,000	5,500	40,500
Bad Debts	-	-	-	-	-
Interest	-	-	-	-	-
Total Expenses	$ 600,521	$ 296,615	$ 283,182	$ 265,093	$ 1,445,411
Net Surplus (Deficit)	$ -	$ -	$ -	$ -	$ -