

# JCA Real Estate Committee Final Report

8/6/2013

March 2013

## Executive Summary (1)

The Wilkes-Barre Jewish community today faces a crisis as critical as the one that we faced in 1972, when Hurricane Agnes destroyed all of the community's buildings along with most of the Wyoming Valley. We rebuilt and reinvested then, and we can and must rebuild and reinvest now.

Today, we are faced with twin challenges: startling demographic trends, and an aging infrastructure that's literally and figuratively falling apart around us. Our committee feels strongly that the community must seize this once-in-a-generation opportunity to update and resize our infrastructure.

For the past three years, the real estate committee has met regularly in an effort to steer the community toward a sensible and sustainable future. We believe that our recommendation to build a new campus in Kingston builds upon the community's guiding principles and philosophies.

## Executive Summary (2)

Moreover, after this committee was engaged and charged, the community embarked on a parallel path that led to the strategic merger, in 2012, of the JCC, JFS, and Federation under a single community board. The members of the Real Estate Committee believe that the recommendations in this report fit into the community's focus on making wise long-term decisions in the face of challenging demographics.

The Wilkes-Barre Jewish community is strong and vibrant, and it is our duty to ensure that we are positioned to survive and thrive for generations to come.

## Members/Consultants, Scope & Vote

- *Committee Members & Consultants:* Chuck Cohen & David Schwager, co-chairs; Jeff Roth, Rob Friedman, Susan Yelen, Paul Lantz, Jeff Davidowitz, Larry Newman, Mitch Kornfeld; architect Murray Miller, lobbyist Joe Uliana, construction manager Bob Becker, synagogue designers Michael & Bonnie Berkowicz.
- *Scope:* The committee was asked to develop a plan that would encompass all community buildings and infrastructure, including current JCC, JFS, synagogues, Idetown camp, and B'nai B'rith apartments.
- *Vote:* The committee voted 7-1 (with 1 abstention) in favor of the recommendations in this report...
  - 7 in favor.
  - 1 against because he doesn't believe that a new campus is a cost-effective response to the challenges facing the community.
  - 1 abstention pending the completion of a comprehensive plan to improve programming.

# Assumptions (1)

In determining its recommendations, the committee worked from the following list of assumptions:

- The Wilkes-Barre Jewish community faces the challenge of a shrinking population, but community members are passionate about ensuring our smaller Jewish community survives and thrives for generations to come. Off-setting the demographic challenges is the strong level of affiliation of the community's membership, which we believe will ensure a high level of engagement in the fund-raising necessary to successfully complete any project, as long as the new buildings and infrastructure are flexible and lower overall operating costs.
- The programming and staff of the community's agencies are in a state of flux, and community leaders are committed to improving both. In addition, the community's programs have not been financially successful in recent years, resulting in increasing financial pressure.

## Assumptions (2)

- The community has been most successful when programming has reached beyond the Jewish community to engage the general community (i.e. camp, pre-K education, some fitness programs). In order to succeed in the long-term, the Jewish community needs to continue to be welcoming of, and sensitive to the needs of, the general community in policies and programming, while still adhering to basic Jewish traditions and customs. In this way, the day camp should serve as a role model.
- A new facility will generate pride and a renewed sense of involvement and engagement. We recognize that the programming needs to improve, but we also recognize, in the spirit of the classic question of the chicken and egg, that a better facility is integral to improving the quality and results of the community's programming.
- The camp at Idetown will require approximately \$500K in improvements over the next five years.

## Assumptions (3)

- The pre-campaign assessment, facilitated by one of the nation's most experienced non-profit consulting firms, determined that a well-run capital campaign focused on the new campus can raise \$5-7M.
- When building the campus, the quality of materials and furnishings will be similar to a mid-priced hotel, somewhere between top-of-the-line expensive and low-budget.
- In order to ensure that the community can maintain and continue to invest in the campus, the board must (1) establish a building fund to provide a maintenance budget, (2) not defer maintenance for many years due to 'cost cutting,' and (3) ensure that every resident agency pays its fair share in 'rent' (i.e. building expenses) annually.
- If possible, the community would like to pursue decisions on the campus and related programming in stages, in order to allow time for complex decisions and community consensus.

## Assumptions (4)

- Most members of the Jewish community live on the west side of the Susquehanna River, and locating the campus in the Kingston area makes it more accessible to a majority of the membership.
- The new campus must be easily accessible to the handicapped and elderly, and include easy parking.

## Vision (2010)

- To create & implement a long-term real estate plan for the Greater Wilkes-Barre Jewish community that...
  - Is both flexible and affordable, so that the community can thrive and prosper for at least the next 30 years;
  - Meets the religious, educational, cultural, social, and athletic needs of the entire community, from young to old;
  - Is driven by the community's programmatic needs and desires, and includes the financial resources to support those programs;
  - Becomes a point of pride that attracts affiliated and non-affiliated community members.
- If possible, a campus design is the preferred outcome because it maximizes limited resources, and will bring the community together physically and emotionally.

# History (1)

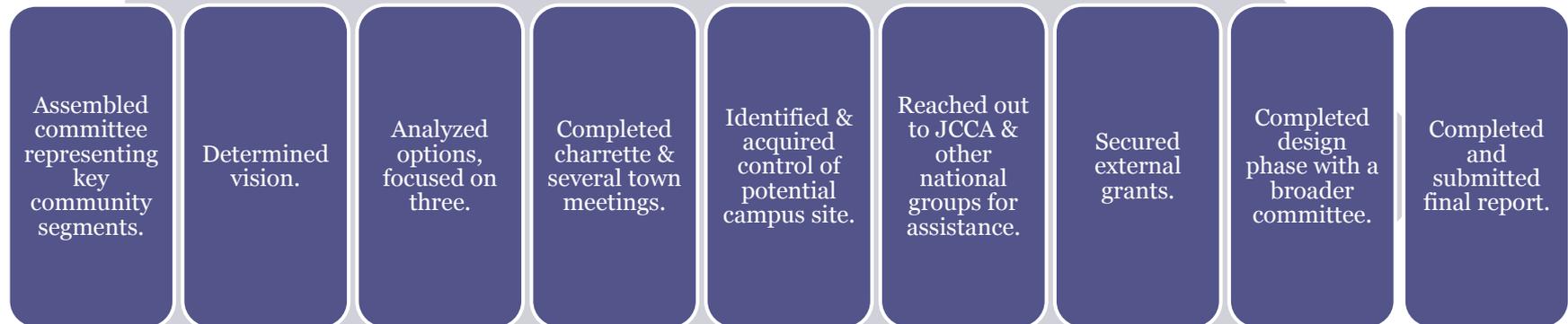
- 2005: Community, under the leadership of Bob Smith and Larry Newman, completes demographic study, which concluded that...
  - Like many smaller Jewish communities in the Northeastern US, the Wilkes-Barre community has shrunk in size from 5000+ in the 1970s to 2150 today, and is projected to shrink even further in the near future.
  - The community is highly engaged, as measured by the percentage of members who belong to a synagogue or the JCC, or who donate to the annual Federation campaign, compared with other communities of similar size.
- 2006: Community engages Richard Katz, executive director of the Jewish Federation of Metropolitan Chicago's Facilities Corporation, to analyze the community's infrastructure. Among the conclusions in this report: *The community can no longer operate 'as it always has.'*

## History (2)

- 2007: Building on the demographic study, the community begins a comprehensive strategic planning process.
- 2009: Federation charges the Real Estate Committee to investigate all options for right-sizing and rehabilitating infrastructure, much of which has fallen into disrepair after years of deferred maintenance.

# Process

The committee, which was highly engaged, met regularly for three years.



## Studies Authorized or Referenced

<b>Study</b>	<b>Year</b>	<b>Authors/Facilitators</b>
Demographic Study	2005	Bob Smith & Larry Newman
Building Assessment	2006	Richard Katz, Executive Director of the Jewish Federation of Metropolitan Chicago's Facilities Corporation
Programming Study	2012	Collaborative Strategies & the Urban Institute of Wilkes University
Pre-Campaign Assessment	2012	EHL Consulting
General Research & Benchmarking	On-Going	Larry Newman & Other Community Leaders

## Recommendation (1)

- The community should implement a phased-in program to build a mixed-use campus on 3rd Avenue in Kingston...
  - Phase 1: Acquire the land, renovate the building to house all JCA agencies & UHI, add a gym/pool.
  - Phase 2: Invite the community's three largest synagogues to co-locate on the campus.
  - Phase 3: Determine a long-term plan to develop the remainder of the property; options include (1) a profit-generator to help underwrite the community's non-profit programs; (2) a home for new agencies or programs that are aligned with the community's mission, or (3) a future location for the day camp.

## Recommendation (2)

- Concurrent to designing, planning, and fund-raising for the new campus, the community should embark on a serious effort to re-engineer and reinvigorate the staff of, and programming offered by, the JCA agencies; the committee believes that better programming, the correct level of staffing, and an exciting new campus will help ensure the long-term viability of the Jewish community.
- In order to fund the project, the JCA should authorize a comprehensive, professionally managed capital campaign.

# Phase 1: Acquire the land, renovate the building to house all JCA agencies & UHI, add a gym/pool.

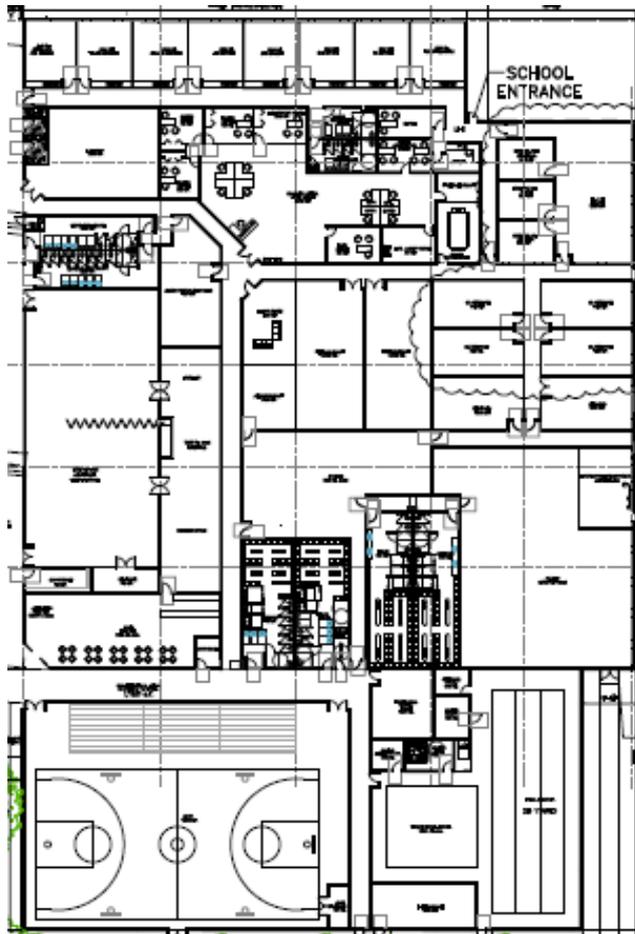
- Background: A new campus at 3rd Avenue achieves the committee's vision by meeting the needs of community for today and tomorrow, maximizing the community's limited resources, and bringing the community together. It's a better solution, both in the short- and long-term, than the other options investigated by the committee: rehabilitating the community's current buildings, or reconfiguring the current JCC into a multi-use 'campus.'
- Land Acquisition: The community should request that the property owners donate the land to the community for use as a campus.

# Phase 1: Acquire the land, renovate the building to house all JCA agencies & UHI, add a gym/pool.

- Design:
  - The campus should be designed to support the community's programming needs and desires, today and in the future, and should include: meeting rooms &/or classrooms; offices (mostly bullpens with a minimum of identical closed offices); a multi-purpose room that's large enough to support community events (including a kitchen or kitchens); a modest fitness area; and a gym/pool addition.
  - The space should be as flexible as possible to facilitate future needs.
  - The development will be designed to be built in several phases, as money is raised and decisions are made.
  - Where possible, the design should allow for a wide variety of future development options on the remainder of the land.

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# Phase 1: Acquire the land, renovate the building to house all JCA agencies & UHI, add a gym/pool.



Square Feet	58,758
Construction Cost (est)	\$6.2M
Operating Expense (est)	\$286,211
Annual Operating Expense of Current Buildings	\$321,000

How the numbers were calculated:

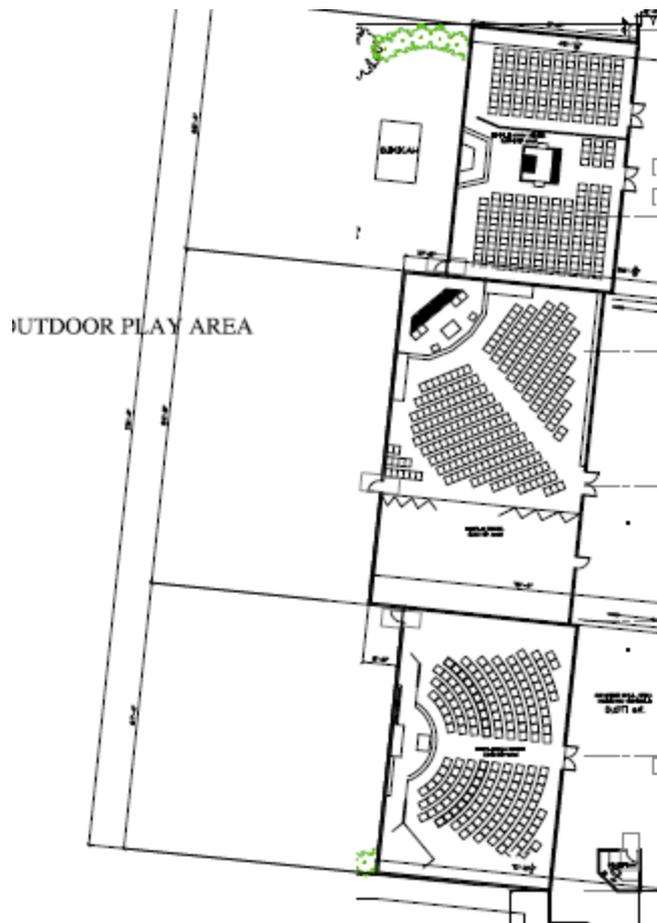
- *Square feet:* Calculated from most recent design, includes 4K ft<sup>2</sup> that will be rented out.
- *Construction Cost:* Estimated by NEPA Engineering.
- *Operating Expense:* 57% of total estimated \$350K operating expense for building. Operating expense includes insurance, maintenance, utilities, telephone/internet.
- *Annual Operating Expense of Current Building:* Includes JCC & JFS building, excludes camp. Current JCC is 58,000 ft<sup>2</sup>.

## Phase 2: Invite the community's three largest synagogues to co-locate on the campus.

- Background: The campus concept makes the most financial and operational sense if it includes all synagogues; therefore, the JCA should invite all three major synagogues to relocate to the campus and fully participate in the design, fund-raising, and building of the project.
- Design: The design and cost estimates for the project will be adjusted based on which synagogue(s) commit to join, and synagogue spaces should be right-sized to account for the needs of today and the community's projected population.
- Participation: Incentives for each synagogue to join the project include lower overall operating expenses and the ability to raise funds once as part of a community-wide capital campaign. If a synagogue decides not to join the project now, space will be made so the synagogue can join later, but at its own expense.
- Decision: Each synagogue will be asked to make its decision, and the JCA board should complete the design and plan for Phase 3, within four months.

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## Phase 2: Invite the community's three largest synagogues to co-locate on the campus.



Square Feet	14,500
Construction Cost (est)	\$2.58M
Operating Expense (est)	\$73,830
Annual Operating Expense of Current Buildings (est)	\$225,000

### How the numbers were calculated:

- *Square feet*: Calculated from most recent design, will probably be smaller in final design.
- *Construction Cost*: Estimated by NEPA Engineering, includes stained glass windows & total \$100K allowance.
- *Operating Expense*: Operating expense includes insurance, maintenance, utilities, telephone/internet.
- *Annual Operating Expense of Current Buildings*: Estimated as 2x Temple Israel \$113K annual expense.

## Phase 3: Determine a long-term plan to develop the remainder of the property.

- Background: After the new facility is opened, the community will have an additional 7-9 acres of land, and the addition of a vibrant JCC should increase its value.
- Options: The community will have several attractive options for this additional acreage:
  - Sell the land and use the proceeds for a long-term building fund or endowment.
  - Design and build a mixed-use, for-profit development that generates a long-term stream of profits to support the community's mission and programs.
  - Add buildings and programs that augment the community's mission (i.e. long-term care facility, home for the aged, etc.).
  - Relocate the camp from Idetown to Kingston and incorporate it with the new JCC building.

## Phase 3: Determine a long-term plan to develop the remainder of the property.

- Decision: The Real Estate Committee, or its successor, should complete a development plan for the additional land that either maximizes its value or contributes to the overall mission and program of the Jewish community. Any decision should be delayed until after the opening of the new campus to see the new value of the land.

# Funding

- Funding for the project should come primarily from four sources: a comprehensive, professionally run capital campaign; a complex, low-income housing, tax credit refinancing of the B'nai B'rith Apartments building; outside grants such as the Local Share Account (LSA) program and other programs; disposal of current buildings and land.
- Although the final design for the campus won't be completed for a few months, the Federation should authorize a professionally managed capital campaign focused on raising funds for the new campus as soon as possible .

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# Sources & Uses Estimates

	JCC with Gym/Pool	JCC with Gym/Pool + Synagogues
Land Cost	\$0*	\$0*
Campus Construction	\$6.26M	\$8.84M
Camp Rehab	\$500K	\$500K
Total	\$6.76M	\$9.34M
Grants	\$1.2M	\$1.2M
Sale of Assets	\$500K	\$500K
BBA Refinance	\$800K-\$1.0M	\$800K-\$1.0M
Fund-Raising	\$4.26M-\$4.46M	\$6.84M-\$7.04M

\* The 13-acre parcel, which cost ~\$1.8M and is valued at \$3.0M+, will be donated by the owners to the community.

# On-Going Operation of the Campus (1)

- Ownership, Rent & Building Fund: The campus will be owned by a separate entity, similar to the present Trustee.
  - To ensure the long-term financial viability of the campus, each agency will pay rent for the portion of the building it occupies at (approximate) market-rate.
  - The entity that owns the campus must develop a building fund that will pay for future repairs and upgrades to the campus; the building fund will either be part of the original capital campaign or be generated from rental income that exceeds operating expense.

## On-Going Operation of the Campus (2)

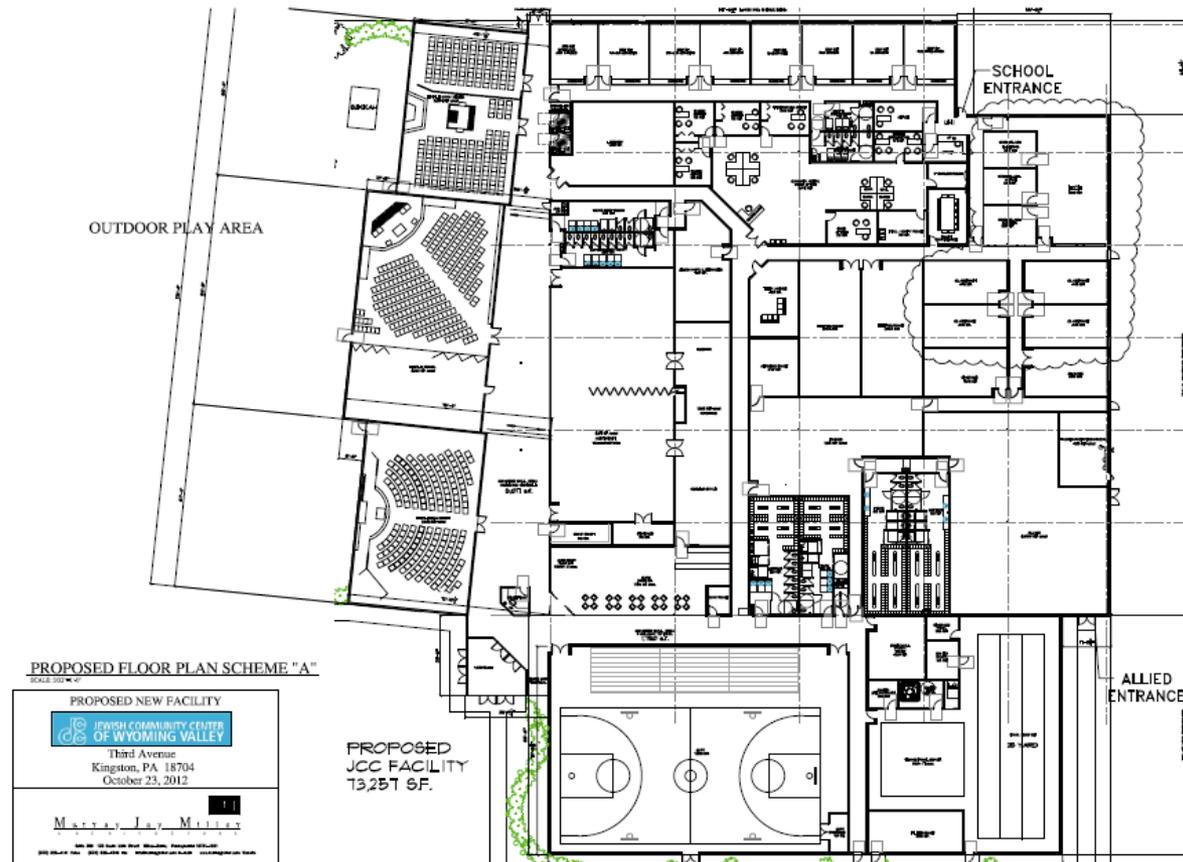
- Operational Savings:
  - Whenever possible, the community should look for alternative profit-generating opportunities, such as renting portions of the campus, which will help support the operating expenses for the campus.
  - Relocating to a community campus should enable the community to save money by eliminating overlapping positions and processes; whenever possible, the community should seek to take advantage of these opportunities.
- Programming: The community must embark on a serious effort to re-engineer and reinvigorate the staff of, and programming offered by, the JCA agencies; the committee believes that better programming will help ensure the campus' long-term viability. Moreover, the earlier the community can define a sustainable set of programs, the better the resulting campus design will be.

## Disposal of Current Property

- Any buildings and land no longer needed by the community should be sold off in a responsible fashion (i.e. in a way that doesn't reflect poorly on the Jewish community) and those funds should be used to fund the project.

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# Integrated Campus Design @ 11.12



*Above is the most recent design of the integrated campus, completed October 2012. A cross-section of community leaders from each agency and synagogue worked together to complete this working design.*

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## Costs Incurred by RE Committee (thru 1.13.13)

<b>Provider</b>	<b>Service</b>	<b>Total Amount</b>
Murray Miller & Associates	Plans & Designs	\$9544
Bob Becker/NEPA Engineering	Construction Management & Estimates	\$4327
Presentations Gallery	Synagogue Design	\$9495
Uliana & Associates	Lobbying	\$0*
Kaare Birkeland	Real Estate Consulting	\$21,000

\* Expense of \$60,000 reimbursed by land owners.

## Additional Options Investigated

*'Fix on Failure'*: Repair the current JCC and JFS buildings as systems break down. This option was discarded because of the projected high cost of overhauling the buildings piecemeal (\$4M+), the current deficiencies of the building (not enough parking, small pool and gym, and inefficient use of space), and the difficulty of raising money for this option.

*'Campus @ 60 South River Street'*: Redesign and reconfigure the current JCC, tear down the JFS building, and create a campus on the site of the current JCC. This option was discarded because of the projected high cost (\$10M), the inability to add the synagogues to the campus, and the overall lack of land at the site.

*'Campus @ 3<sup>rd</sup> Avenue with Larger Building'*: The current campus plan, but with a building about twice the size of the core building currently envisioned. This option was downsized due to cost and the feeling that the community should work to shrink its infrastructure.

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# Cost Estimates from NEPA Engineering

Wilkes-Barre Center  
for Jewish Life Campus

## Option Summary

Option #1 - Move the Ideltown camp to Kingston Campus, build a larger pool/gym					
Description	Construction			Operation & Maintenance	
	Cost	Space (SF)	Cost/SF	Utilities	Total Cost
Phase 1 - Main Building Renovation, including land acquisition	\$5,866,110	42,458	\$138	\$64,536	\$216,111
Phase 2B - Full Size Gym and 6-Lane Pool Renovation, Athletic Fields, Outdoor Amenities	\$4,281,612	28,515	\$150	\$49,045	\$245,139
Phase 3 - Sanctuary Addition	\$2,387,423	14,505	\$178	\$18,857	\$73,830
<b>Total</b>	<b>\$12,785,145</b>	<b>85,478</b>	<b>\$149</b>	<b>\$132,438</b>	<b>\$535,080</b>

Option #2 - Build More Conservative pool/gym addition & Maintain Ideltown Camp					
Description	Construction			Operation & Maintenance	
	Cost	Space (SF)	Cost/SF	Utilities	Total Cost
Phase 1 - Main Building Renovation, including land acquisition	\$5,866,110	42,458	\$138	\$62,536	\$210,000
Phase 2A - Gym and Lap Pool Addition	\$2,140,494	16,294	\$131	\$30,545	\$70,000
Phase 3 - Sanctuary Addition	\$2,387,423	14,505	\$178	\$18,857	\$65,000
<b>Total</b>	<b>\$10,394,027</b>	<b>73,257</b>	<b>\$145</b>	<b>\$131,938</b>	<b>\$345,000</b>

Option #3 - Maintain Ideltown Camp, Do not Build Pool/Gym Addition					
Description	Construction			Operation & Maintenance	
	Cost	Space (SF)	Cost/SF	Utilities	Total Cost
Phase 1 - Main Building Renovation, including land acquisition	\$5,866,110	42,458	\$138	\$64,536	\$216,111
Phase 3 - Sanctuary Addition	\$2,387,423	14,505	\$178	\$18,857	\$73,830
<b>Total</b>	<b>\$8,453,333</b>	<b>56,963</b>	<b>\$148</b>	<b>\$89,485</b>	<b>\$289,941</b>

1/17/2013

Wilkes-Barre Center for  
Jewish Life Campus  
January 2013

## Phase 1 Main Building Renovation

Item No	Renovation Portion of Price Chopper	42,458	sq ft
1	Land Acquisition	\$1,730,000	
2	Demolition	\$30,000	
3	Sitework (Pavement, site lighting, storm, sanitary, )	\$220,000	
4	Landscaping	\$30,000	
5	Concrete (repairs, parking, pads, misc)	\$30,000	
6	Metal Stud Partition Walls	\$265,363	
7	Suspended Ceiling	\$34,916	
8	Woods and Plastics (Library,	\$130,000	
9	Roofing/Insulation	\$22,905	
10	Fascade/Insulation	\$33,840	
11	Doors and Windows	\$75,000	
12	Wall Finishes (Finish, Paint)	\$45,000	
13	Flooring (VCT and Carpeting)	\$148,603	
14	Specialties (Fitness Equip, Lockers, Operable Partitions, Toilet Partitions and Accessories)	\$121,000	
15	Kitchen Equipment	\$134,460	
16	Locker Room lockers, equipment	\$218,400	
17	Fitness Equipment	\$280,800	
18	Fire Protection	\$106,145	
19	HVAC	\$382,122	
20	Plumbing	\$382,122	
21	Electrical	\$318,435	
22	Signage	\$20,000	
23	FFR Allowance	\$100,000	
24	Low Voltage (Fire/smoke Alarm, data, phone, )	\$30,000	
Renovation Subtotal		\$5,199,110	\$122 /sq ft
25	General Conditions	\$312,000	
26	A/E	\$243,000	
27	Bonds	\$42,000	
28	Permits and Utility Fees	\$70,000	
<b>GrandTotal</b>		<b>\$5,866,110</b>	<b>\$138 /sq ft</b>

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# Cost Estimates from NEPA Engineering

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## Phase 2A Gym and Lap Pool Addition

Item No	Gym and Lap Pool Building Addition	16,294	sq ft
1	Concrete (footings, grade beams, grade slab)	\$114,058	
2	Masonry	\$82,350	
3	Metals	\$301,875	
4	Woods and Plastics	\$15,000	
5	Roofing	\$81,470	
6	Exterior Wall Insulation and Paint	\$45,750	
7	Doors and Windows	\$15,000	
8	Gym Floor (75' x 115')	\$112,125	
9	Finishes (Drywall, Paint, & Ceramic Tile Floors)	\$130,000	
10	Specialties (Sauna, Steam equipment)	\$121,000	
11	Pools (lap and rehab) and equipment	\$287,300	
12	Special Construction (bleachers, etc.)	\$35,000	
13	Fire Protection	\$36,662	
14	HVAC	\$240,704	
15	Plumbing	\$25,000	
16	Electrical	\$75,000	
17	Signage	\$5,000	
18	FPE	\$8,000	
19	Low Voltage	\$6,000	
Gym/Pool Addition Subtotal		\$1,792,494	\$110 /sq ft
20	General Conditions	\$148,000	
21	A/E	\$127,000	
22	Bonds	\$22,000	
23	Permits and Utility Fees	\$36,000	
Grand Total		\$2,140,494	\$131 /sq ft

Wilkes-Barre Center for  
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## Phase 2B Gym and Pool Addition

Item No	Gym and Pool Building Addition	28,515	sq ft
1	Concrete (footings, grade beams, grade slab)	\$199,602	
2	Masonry	\$123,325	
3	Metals	\$452,813	
4	Woods and Plastics	\$22,300	
5	Roofing	\$142,373	
6	Exterior Wall Insulation and Paint	\$39,475	
7	Doors and Windows (including budget for large operable windows for pool area)	\$100,000	
8	Gym Floor (100' x 180')	\$216,000	
9	Finishes (Drywall, Paint, & Ceramic Tile Floors)	\$210,000	
10	Specialties (Sauna, Steam equipment)	\$121,000	
11	Pools (6-Lane and rehab) and equipment	\$431,250	
12	Special Construction (bleachers, etc.)	\$77,000	
13	Fire Protection	\$64,158	
14	HVAC	\$427,718	
15	Plumbing	\$40,000	
16	Electrical	\$126,000	
17	Signage	\$5,000	
18	FPE	\$8,000	
19	Low Voltage	\$6,000	
20	Athletic Fields and Outdoor Amenities	\$900,000	
Gym/Pool Addition Subtotal		\$3,727,612	\$131 /sq ft
21	General Conditions	\$260,000	
22	A/E	\$200,000	
23	Bonds	\$35,000	
24	Permits and Utility Fees	\$39,000	
Grand Total		\$4,281,612	\$150 /sq ft

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# Cost Estimates from NEPA Engineering

Wilkes-Barre Center for  
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## Phase 3 Synagogue Addition

Item No	Sanctuary Building Addition	14,505	sq ft
1	Concrete (footings, grade beams, grade slab)	\$108,892	
2	Metals	\$268,731	
3	Woods and Plastics	\$139,248	
4	Roofing	\$72,525	
5	Siding/Facade	\$105,000	
6	Other Thermal/Moisture Protection	\$15,313	
7	Doors and Conventional Windows	\$25,000	
8	Stained Glass Windows	\$450,000	
9	Finishes (Drwall, Paint, & Floors)	\$348,120	
10	Special Construction, Fitout, and Seating Allowance	\$300,000	
11	Fire Protection	\$35,000	
12	HVAC	\$188,565	
13	Plumbing	\$10,000	
14	Electrical	\$87,080	
15	Signage	\$15,000	
16	Low Voltage	\$6,000	
Sanctuaries Subtotal		\$2,169,423	\$150 /sq ft
17	General Conditions	\$196,000	
18	A/E	\$152,000	
19	Bonds	\$26,000	
20	Permits and Utility Fees	\$44,000	
Grand Total		\$2,587,423	\$178 /sq ft

## Existing JCC Renovation Cost Estimate Summary

10/14/2012

JCC Renovation	Cost	\$/sf
General Conditions	189,814	3.34
Demolition	308,000	5.42
Concrete	50,000	0.88
Masonry	454,284	8.00
Metals	312,250	5.50
Woods and Plastics	204,469	3.60
Thermal & Moisture	519,751	9.15
Doors and Windows	679,503	11.96
Finishes (Drwall, Paint, & Floors)	765,445	13.48
Specialties (Gym Equip, Lockers, Operable Partitions, Toilet Partitions and Accessories)	187,500	3.30
Special Equipment (Pool, Sauna, Whirlpool, Bleachers)	473,000	8.33
Conveying Systems	10,000	0.18
Mechanical (HVAC, Plumbing, Fire Protection)	1,471,042	25.90
Electrical	522,532	9.20
Low Voltage	65,316	1.15
Subtotal	6,212,906	
Construction Fee	186,387	
Construction Total	6,399,293	
A/E fee	280,000	
Construction Contingency	310,645	
Permit/Utility fees	74,555	
Grand Total	7,064,493	124.38

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# Current Operating Expenses

Expense	JCC Building	Camp	Trustee	TOTAL
	Jul '11 - Jun '12	Jul '11 - Jun '12	Jul '11 - Jun '12	
62810 - Depn and Amort - Allowable	0.00	0	0	0.00
62880 - Rent Building & Equipment	6,493.50			6,493.50
62840 - Repairs and Maintenance				0.00
62845 - Maintenance Contracts	22,031.26	6,857.38		28,888.64
62841 - Equipment Repairs	17,125.25	3,106.70		20,231.95
62842 - Equipment Maintenance	65.00			65.00
62843 - Maintenance Supplies	10,759.69	9,387.95		20,147.64
62846 - Facility/building maint/repair	6,604.77	54,330.47	42,156.00	103,091.24
Total 62840 - Repairs and Maintenance	56,695.97	73,682.50	42,156.00	172,424.47
62890 - Utilities				
62865 - Security service	823.34			823.34
62891 - Electric	65,461.12	7,744.49		73,195.61
62892 - GAS/PROPANE	16,406.76	13,977.10	9,252.81	39,636.67
62893 - Waste disposal	10,326.18	2,508.69		12,834.87
62894 - Water	9,276.78			9,276.78
62895 - Cable	515.10			515.10
Total 62890 - Utilities	102,799.28	24,230.28	9,252.81	136,282.37
68400 - Automobile expenses				
68405 - Gasoline	288.31	1,168.68		1,456.99
Total 68400 - Automobile expenses	288.31	1,168.68		1,456.99
62100 - Contract Services				
62150 - Outside Contract Services	1,226.32			1,226.32
Total 62100 - Contract Services	1,226.32			1,226.32
65120 - Insurance				
62870 - Property Insurance	14,819.26	15,890.00	2,893.00	33,702.26
65123 - Umbrella Insurance	898.00	898.00	0.00	1,796.00
Total 65120 - Insurance	15,717.26	16,788.00	2,893.00	35,498.26
65015 - Licenses and Certification	1,214.08			1,214.08
65050 - Telephone, Internet	519.18	1,328.18		1,847.36
Real Estate Taxes			5,476.93	5,476.93
66000 - Payroll Expenses				0.00
66001 - Salaries & wages	71,652.51	15,000.00		86,652.51
66002 - Employer's MC & SS	5,405.79	1,147.50		6,553.29
Total 66000 - Payroll Expenses	77,058.30	16,147.50		93,205.80
Total Expense	261,902.20	133,346.14	59,878.74	455,126.08

## Resolution Approved on April 18<sup>th</sup> 2013

*Now, therefore, be it resolved that the Board of Directors of the Jewish Community Alliance of Northeastern Pennsylvania (“JCA”) approve and adopt the JCA Real Estate Committee Report dated March 11, 2013, and shall implement promptly a phased-in program to build a mixed-use campus on the site currently owned by Project Home Run, LLC (“PHR”), located on Third Avenue in Kingston, as follows:*

- *Phase 1: Acquire the land from PHR, renovate the existing building to house all JCA agencies and the United Hebrew Institute and add a gymnasium and pool. The design phase shall begin immediately, but construction will not begin and PHR will not donate the property until the community has firm commitments for at least 80% (\$5M) of the project costs.*
- *Phase 2: Invite the community’s three largest synagogues to co-locate on the campus.*
- *Phase 3: Determine a long-term plan to develop the remainder of the property. Options include: (1) a profit-generator to help underwrite the community’s non-profit programs; and/or (2) a home for new agencies or programs that are aligned with the community’s mission.*

*Be it further resolved that, in order to fund the above project, the JCA hereby authorizes a comprehensive, professionally managed capital campaign.*

*Be it further resolved that, concurrent to designing, planning, and fund-raising for the new campus, the JCA should embark on a serious effort to re-engineer and reinvigorate the staff of, and programming offered by, the JCA agencies because the JCA believes that better programming, the correct level of staffing, and an exciting new campus will help ensure the long-term viability of the Jewish community.*

The call for vote on the resolution as amended was 12 in favor, 1 opposed, 1 abstained and 3 recused. Motion passed by majority.