



**Jewish Federation of Ottawa
Board of Directors Meeting
Summary of Discussion as a Report to the Community
Tuesday, March 25, 2014 at 5:30 pm**

In Attendance: Stuart Ages, David Appotive, Lauren Bronstein, Debbie Halton-Weiss, Jennifer Kardash, Linda Kerzner, Steven Kimmel, Lisa Rosenkrantz, Mike Shahin, Jason Shinder, Phil Stein, Neil Zaret

Staff: Sarah Beutel, Bram Bregman, Shelley Crawford, Andrea Freedman, Leslie Kaufman, Dawn Paterson

Observers: Leiba Krantzberg, Jeff Miller, Lynne Oreck-Wener

Presenters: Sheldon Friedman, Lisa Miller, Zelda Shore

Recorder: Rachel Abenhaim

The meeting was called to order by Steven Kimmel at 5:34 pm.

I. Welcome

Steven Kimmel welcomed the board and guests and thanked them for attending the Federation board meeting at the Ottawa Jewish Community School (OJCS).

Steven introduced the evening's presenters:

- Providing the 4th agency presentation: Sheldon Friedman, Principal, and Lisa Miller, President of the OJCS board of directors
- Providing an allocations presentation: Zelda Shore, Grants & Evaluation committee member

Jason Shinder **moved** to accept the summary of discussions from the February 19, 2014 board meeting. Lisa Rosenkrantz **seconded**. **Carried**.

II. Ottawa Jewish Community School: Presentation

Lisa Miller began by explaining that the focus of their presentation would reflect the two main priorities of the OJCS: Succession for Sheldon Friedman and Enrollment.

- 1) The process for finding Sheldon's successor has been moving quickly. The board has shortlisted two candidates who are being interviewed in Ottawa over the coming weeks.
 - Both candidates have:
 - many years of experience in teaching and administration;
 - pursued continuing education to increase their qualifications in their respective fields;



- strong social and management skills with respect to working with adults and children;
 - strong leadership skills.
 - The final decision will be made by the OJCS board, who hope to select a candidate around Passover.
- 2) Lisa and Sheldon explained they were in their final week of re-registration which historically results in last minute enrollment.
- The current number of students enrolled at OJCS is 224.
 - OJCS projected they would retain 180 / 224 students.
 - There are currently 47 potential new students identified through the recruitment process as medium – high prospects.
 - The school is aiming to reach 225-230 students for next year; however this will be a challenge.

Sheldon explained the marketing efforts towards increasing enrollment:

- Recruiter & Registrar participated in recruiting/enrollment seminars.
- Reached out to graduates from early childhood education.
- Approached community schools.
- Held a number of open houses targeting multiple age groups.
- Initiated online presence and promotion through social media.
- Word of mouth and personal outreach, utilizing existing networks to increase enrollment.

Sheldon identified the top three barriers to enrollment as:

- Tuition fees
- Lack of awareness around the amalgamation of Hillel Academy & Yitzhak Rabin
- Transportation

Sheldon and Lisa concluded their presentation by thanking the Federation for all their support.

III. President's Report

Andrea Freedman surveyed the board for questions from the circulated President's report before moving on to updates. There were no questions at this time.

- Since circulation of the President's report, the Federation received a donation of \$5,000 towards the fund for Ukrainian Jews, bringing the total dollars raised to \$8,500.
- Due to a lack of resolution from the Ministry of Foreign Affairs' labour dispute, the Embassy of Israel is officially closed until further notice.
- On March 24, 2014, the Strategic Planning committee held a feedback session for all the participants from the Strategic Plan Consultations. The session was structured in 2 parts:
 - The committee shared how the feedback was used to date.
 - A discussion was held around the draft goals, which has been made more robust by including measurable goals.



- Andrea provided the board with copies of the drafted goals and welcomed their feedback.
- The Kashrut update included several components:
 - Yudi Chein, owner of United Kosher Deli & Catering, has decided to close. The restaurant will close on March 27, 2014.
 - A meeting took place between Mitch Miller, Chair of the SJCC board, Barry Sohn, President of the SJCC, Andrea Freedman and Steven Kimmel to discuss potential alternatives for the space.
 - Andrea and Steven presented the need for kosher food in the community centre.
 - The decision will be made by an executive committee of the SJCC board of directors.
 - Andrea addressed the community concerns around Passover catering.
 - OVH does not have a clearly outlined pricing & policy guide. As a result, Leslie Kaufman and Rabbi Teitlebaum have drafted a policy, pricing sheet, and set of qualifications for mashgichim. Before its implementation, it will be presented to the Federation board.

IV. Allocation Presentation

Zelda Shore introduced herself as a long-time member of the Grants and Evaluation committee, presenting on behalf of the chair, Arlene Wortsman. Zelda began by explaining the structure of her presentation:

- Quick history of the evolution of the committee
- Description of funding process
- Looking ahead

Zelda explained that over the last 10+ years the committee has:

- Assessed and refined its roles.
- Built committee capacity.
- Studied agencies and their needs.
- Recruited with succession planning in mind, to maintain diverse representation on the committee.
- Increased and defined its expectations of agencies and accountability of agencies for community dollars.

Zelda explained that the committee works with a variety of agencies whose needs vary based on their capacity. The Committee and Federation staff work with each agency to assist in identifying the agencies' funding needs. She explained that allocated funds are put towards programing needs.

The allocation process is broken into a 2 year cycle:

Year 1 – Agencies can apply for funding

- Applicants receive a package outlining the policies and process, then submit their applications for review by the committee in November
- After review of applications, the committee holds face to face meetings with agencies

Year 2 - Evaluation of how funds are being used



- Meetings take place with Agencies
- A follow up report is presented to the board in May

Looking ahead, the Grants and Evaluation committee would like to:

- Fund new organizations.
- Re-examine the next cycle of funding.
- Define a policy for the cessation of funding.

Zelda thanked the board for their time.

V. School Update

David Appotive and Neil Zaret provided the board with an additional update on the school. David supported the details provided by Sheldon Friedman and Lisa Miller. The two candidates they have shortlisted to replace Sheldon are both very strong. David indicated how the school recruits students should be re-evaluated next year.

A question was raised around the OJCS Campaign funds being in jeopardy if the benchmark for enrollment was not met. Andrea explained that this is a concern; however there is a commitment to open in September.

VI. Campaign Update

Leiba Krantzberg provided the 2014 Campaign update. To date, the 2014 Annual Campaign has raised \$4.03M, a 6.1% increase over last year. There is approximately \$280K in outstanding gifts remaining to be secured, and a direct mail piece will be sent before Passover.

Jeff Miller provided the 2015 Campaign update. Planning for the Campaign is well underway with 90% of the chairs recruited. Next steps include:

- Secure Campaign Kick-off Chair's and finalize Jerry Greenfield from Ben & Jerry's ice cream as the key note speaker.
- Card allocation meetings.

VII. Nominating Committee Report

Debbie Halton-Weiss thanked Lisa Rosenkrantz, Phil Stein and Mark Thaw for their service and contributions to the Federation board during their tenure. Their talent and experience will be missed. She then explained that the nominating committee had been tasked with finding three replacement members. She reviewed the circulated Nominating Committee report draft and provided brief bios for the recommended candidates: Hartley Stern, Arlene Wortsman and Lenora Zelikovitz.

Neil Zaret **moved** to approve the draft report of the nominating committee as presented. David Appotive **seconded**. **Carried**.

VIII. KPIs

Andrea Freedman referenced the KPI document and explained that the process had been a learning curve. She highlighted three key points:



- Some of the yellow highlighted areas will reach green by the end of year. The document assists the Federation staff and board to track our progress toward these targets.
- Federation & Foundation management are using the KPIs to reevaluate challenges in meeting outlined targets.
- The KPIs will be a public document, shared at the members' meeting in May, on the website and sent out in an e-mail communication.

The KPIs will be revisited to be in-line with the new strategic plan.

IX. Memorandum of Understanding – Shared Services

Shelley Crawford explained that the circulated Memorandum of Understanding (MOU) was put together, with the guidance of the Foundation and Federation honorary legal counsel Harold Feder and Ron Prehogan, to describe and document the shared staff of the Federation and Foundation. The MOU formalizes the shared roles and responsibilities.

Jason Shinder **moved** to approve the Memorandum of Understanding as presented. Mike Shahin **seconded**. **Carried.**

X. Finance Report

Shelley Crawford reviewed the financial reports.

Federation Services:

She explained that the Federation's financials are favourable to budget. The salaries and benefits expenditure is currently below budget due to the Young Family Engagement Specialist vacancy.

Annual Campaign:

The Annual Campaign is favourable to budget and we are on track to meet budget.

Property Management:

Shelley explained that the report currently reflects that property management is on budget; however she explained that there are repairs required this year which is likely to result in some variance to the budget.

A request was made for a report or a new document that would provide an overall view of the finances. Jason Shinder offered to provide a balance sheet at future meetings to depict the Federation's financial position to date.

XI. Good & Welfare

Steven Kimmel announced that on March 11, 2014 Andrea Freedman completed her first year of employment with the Federation.

The board moved in Camera.

Steven Kimmel adjourned the Jewish Federation of Ottawa board meeting at 6:36 pm.