

PRESIDENT'S MESSAGE

The long-term goal of the Jewish Federation is to ensure a vibrant and sustainable Jewish community in Central Massachusetts!

Transitions in the Jewish Community. Profound demographic changes and philanthropic trends are emerging in Jewish communities across the country. Memberships in formal Jewish organizations are decreasing and Jews, while remaining highly philanthropic, are increasingly supporting non-Jewish agencies and programs. Jewish Federations are feeling this seismic shift too, and today's annual campaigns no longer match those of generations past. Therefore, Federations need to focus on three key questions: 1) what is our core mission? 2) what strategies will allow us to expand our financial resources in response to a changing landscape? and 3) how can we engage, mentor and develop the next generation of lay leaders who will take us from strength to strength?

Jewish Federation 2015 Strategic Planning Initiative. Over the past year, our Jewish Federation engaged in a remarkable strategic planning process to address these questions. The primary objective was to revise Federation priorities, programs and structures to enable the organization to continue to fulfill its mission. Another important objective was to engage a broad range of community members together in a process of deliberation and change.

The process was led by a steering team empowered by the Federation Governing Board. Three task groups composed of Board and non-Board members met to consider three topics: priorities; the business model for Jewish Federation to support those priorities; and the organizational structure for Jewish Federation that would enable implementation. Planning consultants organized a series of focus groups to engage young adults, baby boomers, families with children, our own Governing Board, and the Leadership Council. (Leadership Council comprises the professional leaders (rabbis, executive directors) and volunteer presidents of every Jewish agency in Central Massachusetts, along with current Governing Board members and all past Federation presidents.) We also conducted personal interviews with key stakeholders. Results from these conversations were channeled into the Task Group discussions. At the end of this intensive process, we engaged a facilitator for a lively community dinner and discussion to deliberate and elicit feedback on the recommendations. We asked, you answered, and we heard you.

Altogether, more than 100 community members participated in this strategic planning process – this is remarkable in itself! Such broad participation helps to ensure that we truly engaged the breadth of our community. The take-home message came through loud and clear: *this is a Jewish community that is committed to ensuring a bright future.*

A summary of the strategic planning effort is presented in this report, "*Jewish Federation of Central Massachusetts Strategic Plan 2015.*" We owe our thanks and appreciation to the dedicated members of the Strategic Plan steering team and task groups, who worked so diligently to share their vision of Jewish life and carry out their deliberations—they are listed in the report.

Our task is not done. A successful strategic plan does not just result in a fancy report that sits on a shelf. Rather, it must be a living guideline that defines a pathway to successful change and transition. We will return to it to ask the remaining questions that we did not have time to address this spring, and to consider how best to implement the recommendations. And in three years we will evaluate our progress and determine whether we need to make any course corrections.

So what comes next? This is a time of transition at several levels. Full implementation of the strategic plan recommendations is likely to take several years, due to the scope of the suggested changes and the transition in lay and professional leadership. But every great journey starts with the first steps.

President's Message continued on page 8



Natalie S. Rudolph, Ph.D.



JFCM Annual Meeting:

The 67th annual meeting of the Federation was preceded by a special dinner in honor of our major donors. The newly appointed Consul General of Israel to New England, Yehuda Yaakov was our guest of honor and spoke about Operation Protective Edge which had recently come to a close. Ellie Goldberg was named the winner of the Grinspoon Award For Excellence in Jewish education and the Young Adult Division (YAD) was highlighted during the meeting. The Governing Board of the Federation was elected and the 2015 annual Federation campaign was announced.



Women's Philanthropy

Under the leadership of Toby Richmond, the women's philanthropy program was reenergized and revitalized. With a strong and committed cadre of women, many educational, social and philanthropic programs were planned, including a bus tour of historic Jewish Worcester led by Harold Gurwitz, the showing of the film Making Trouble and several parlor meetings throughout the community where Toby's experiences in Greece and in Israel last summer were shared.

Partnership2gether

Our partnership with Afula/Gilboa continues to grow as more and more of our community members visit the region. We continue to fund the Women's Rape Crisis Center, Beit Singer, a youth village for children at risk, and the Tarbut community, a group of young adults who work with disadvantaged children and families through a varied cultural arts program. A new program—the Young Ambassadors—works with 10th and 11th Graders from the region to prepare them for leadership roles in their communities and to serve as the future young emissaries and councilors to our community. And did you know that members of our community can stay free of charge at Kibbutz Yizreel while visiting the region? An authentic kibbutz breakfast is included. Join us in Israel this April when we join the world wide Partnership family in celebrating its 20th anniversary.



Young Emissaries

We celebrated the bar mitzvah year of our young emissary program this past April. This program brings two post high school students to our communities. They serve as living bridges between our community and Afula/Gilboa in Israel. With a generous grant from the Melvin s Cutler Charitable Foundation, we are poised to continue this program well into the future.

Rachel's Table

This year Rachel's Table proudly celebrated its 25th year of helping the hungry in Worcester. We donated almost a half million pounds of food and milk to those in need in our community. That included almost 39,000 gallons of milk for thousands of children and \$15,000 worth of fruits and vegetables for the city's summer meal program for children. The Children's Milk Fund continues to be the only regular source of donated milk in the area. Our volunteers transported more than 2,000 pounds of food every week to 35 social agencies in Worcester. Since its inception by the Women's Division of the Federation, Rachel's Table has provided over 11 million pounds of food and milk to the Worcester community.



Passport to Israel

The collaborative project among the Federation, our local congregations and individual families provides an incentive program for families desiring to have their children participate in an Israel peer group experience between the end of tenth grade until the age of 26. Currently we have 56 children enrolled in the program.

CCD Mission

Toby Richmond and Howard Borer participated in JFNA's Campaign chair and directors mission to Greece and Israel last summer. Experiencing firsthand the financial crisis that has seriously impacted the Jewish community, it drove home the important work that the Federation does in supporting Jewish communities in need. The visits in Israel coincided with Israel's war against Hamas and once again the importance of Israel's struggle against terrorism was brought to the forefront.



Foundation

There are many in our community who have had the foresight and commitment to establish funds with Federation to ensure a steady flow of dollars in perpetuity for specific and general programs. Examples include, funding for seniors programming, for family education, for upkeep of cemeteries etc. It's easy to set something up for a small amount of money. We encourage you to contact the Federation for more information on how to set up a fund.

Latino-Jewish Dialogue

This dialogue consisting of representatives of the Latino and Jewish communities conducted a model Passover Seder this past March. The group continues to meet on a regular basis to discuss issues of common concern and to get to know each other better.



Scholarship programs

Through allocations made from our annual campaign, from a generous grant from the Frelander Family Foundation and a grant from the Schwartz Foundation 35 children were awarded scholarships to attend camp this past summer.



Stop the Sirens Campaign

While in Israel, Toby Richmond and Howard Borer participated in the announcement of the Stop the Sirens Campaign which was initiated to help those Israelis who were being placed in danger as a result of the Hamas rocket attacks. Over \$30,000 was quickly raised to help in those efforts. During their visit, Toby and Howard experienced 5 Sirens which meant 30 seconds to reach a shelter.

Harold N Cotton Leadership Program

In coordination with Temple Emanuel Sinai, Congregation Beth Israel, Congregation B'nai Shalom and Beth Tikvah synagogue, the Federation welcomed Dr. Ron Wolfson as its Shabbat Weekend Scholar in Residence. Dr. Wolfson's book on Relational Judaism was the topic for the weekend and he spoke at Temple Emanuel Sinai on Friday night, at Congregation Beth Israel on Saturday morning and spoke at a Sunday morning breakfast sponsored by Congregation B'nai Shalom and Beth Tikvah synagogue.

Two follow up sessions with Facilitator and Cotton program coordinator Rabbi Michael Swartz were conducted to continue the discussion on how to make our congregations more welcoming and open



Torathon

Torathon continues to be a much anticipated educational program in our community. With over 30 courses being offered throughout the evening, Torathon exposes our audience to the many facets of Jewish learning from Kabbalah to Talmud to Israel to Jewish calligraphy to Israeli dancing to Contemporary Issues facing the Jewish world. This past November, educators, Rabbis, community leaders and experts in their fields taught and facilitated sessions for over 200 people. Torathon welcomed Dr Ron Wolfson as its keynote speaker to kick off Torathon 2014. He regaled the audience with his stories and the need to be embracing of all community members



Tarbut Visit

The Sundance Film Festival award winning film maker from our Partnership Region of Afula Gilboa, Yuval Hameiri made a stop in Worcester and spoke to both a YAD and a general community audience in October. He also screened his very personal film "I Think this is the Closest to How the Footage Looked" to both groups. He was accompanied by the founder of the Tarbut group, Hadas Goldman, who explained that the group's purpose was to improve the lives of children at risk through the cultural arts. Federation through its partnership in SNEC helps fund that program



Social Media

Our social media outreach continues to help market, grow and engage our community through various sites including JewishCentral.org; Jewish Central Facebook; Jewish Federation of Central Mass Facebook; PJ Library Facebook; Young Adult Division Facebook; and Meet-Up Sites for Young Adults and Young Families.

Clark Hillel

ClarkU Hillel aspires to function as a Jewish home away from home. It welcomes everyone who wants to learn about Jews, Judaism, and Israel. It strives to create a comfortable and welcoming environment where college students can socialize, learn, lead, and creatively experiment with Jewish tradition and identity. Clark is a very small university, yet its Hillel continues to flourish with two full time professionals; an on campus office/lounge; an outstanding kosher dining program; campus based Birthright Israel trips over winter and summer breaks; and a university sponsored study abroad in Israel program. Recently, a smaller but also active Hillel group at WPI is making significant strides with our support.



Annual campaign

The Federation raised \$832,033 this past year, making it the most money raised in the past three years. Under the direction of campaign chair Dr. Sheila Trugman, Women's Philanthropy chair Toby Richmond and a dedicated team of community volunteers we raised more money to help support local and global Jewish needs to help sustain and enhance Jewish life.



Education:

Pardes

Karen Kaufman, who has chaired the Pardes school committee for its first three years, has seen the school stabilize and become an important venue for the children of the community to meet and learn together. This year the school welcomed its first "unaffiliated" families and looks forward to incorporating those and other families into our Jewish community.

Tali Mugg continues to direct the multi-faceted curriculum, and coordinates the program with its partners-Temple Emanuel Sinai, Congregation Beth Israel and the Federation to ensure it meets the educational needs of the community. In addition to meeting regularly on Mondays, Wednesdays and Saturdays, special programming is held at other times. We welcome Greg Weiner as the new Chairperson of the Pardes school committee.



Hebrew High

With a change of meeting time to Wednesday evenings, we now have a seamless progression from Pardes to Hebrew High. Hebrew High brings together the teens of our community who today are dispersed in many different secular educational settings. This allows our kids to interact in a Jewish community setting. In addition to the varied offering of courses, the socialization that takes place among our students is even more crucial today.

2014-2015 Leadership

JFCM Officers/Executive Committee

Natalie S. Rudolph, Ph.D. President
Abbie Averbach, Vice President
Toby Richmond, Vice President
Sheila Trugman, Vice President
Dan Fins, Secretary
Allan Shriber, Treasurer

JFCM Governing Board

Howard Alfred	Sharon Krefetz
Donna Elfman	Dennis Lindenberg
Jason Epstein	Ben Lyons
Merilee Freeman	Jeff Narod
Steve Heims	Paul Silverman
Ben Joseph	Steve Sosnoff

Allocations Committee

Allan Shriber & Steve Sosnoff, Co-Chairs

Pardes

Karen Kaufman, Chair

Passport to Israel

Fred Shuster, Chair

Foundation Investment Committee

Wayne Ushman, Chair

Clark Hillel

Bernie Rotman, Chair

Latino Jewish Dialogue

Carol Goodman Kaufman, Chair

Cemetery Committee

Jordan Robbins & Bernie Rotman, Co-Chairs

Rachel's Table

Nancy Spitulnik, President

Finance

Allan Shriber, Chair

Strategic Planning

Natalie S. Rudolph, Ph.D.

Leadership Council, Nominating Committee,

Planning & Development

Howard Fixler, Chair

Campaign

Sheila Trugman, Chair

Women's Philanthropy

Toby Richmond

Personnel Committee

Jonathan Sigel, Chair

Marketing Committee

Jason Epstein, Chair

Israel & Overseas

Jeff Narod, Chair

JFCM Staff

Howard Borer, Executive Director
Edie Ryan, Controller
Lisa Thurlow, Office Manager
Stephanie Lyon, Admin Asst
Mindy Hall, Outreach Director
Talia Mugg, Pardes Director
Wendy Davis Wong, Hebrew High Director
David Coyne, Hillel Director
Joyce Siegel, Torathon Coordinator
Michael Swartz, Cotton Leadership Coordinator
Liz Baker, Young Emissary Coordinator
Carla Szymanski, Rachel's Table Director
Lissa Kasakoff, Rachel's Table Coordinator

JFCM Mission

JFCM is dedicated to the preservation and enrichment of Jewish life in Central Massachusetts and throughout the world.

To carry out our mission we maintain the following objectives:

- To strengthen Jewish identification and sense of community by maximizing the involvement of Jews in Jewish communal life;
- To develop and increase the philanthropic resources and capacity of the Central Massachusetts Jewish Community;
- To assist and promote the contribution of its member, beneficiary, and constituent institutions, synagogues, agencies, and organizations in meeting varied educational, cultural, religious, social, recreational, and welfare needs of the community;
- To recognize our commitment to and interdependence with the State of Israel, and to foster and enhance our eternal link with Israel through cultural, economic and spiritual support;
- To participate and assist in efforts to improve the social, economic, and cultural condition of world Jewry; and
- To maintain and strengthen ties and understanding between the Jewish community and the broader society.

Have you checked out....

Our social network site:

www.jewishcentral.org

Our website:

www.jewishcentralmass.org

“JFCM Outreach: Serving our Community with an Outstretched Arm...”

Over the past year, the Outreach program of the Jewish Federation of Central Mass has continued its mission to welcome and serve many newcomers, and not-so newcomers learn about, and engage within our Central Mass Jewish Community.



Shalom Newcomer

Almost 150 new households came under the Federation umbrella this past year with a majority falling under the Young Adult and Young Family demographic. Many coffees and conversations have been had as we strive to build meaningful relationships within the community. As part of our ongoing outreach programs, we will host another annual newcomer brunch on September 20th to help welcome some of our newcomers to the community.

PJ Library and Young Jewish Families

Our PJ Library program continuously helps engage new families into our community with children ages 6 months-7 ½ years. With the support of our PJ Library Council this past year, some wonderful programs were held throughout the year. A few highlights of the year included “It’s a Mitzvah’ Pajama Party and Havdalah”. Here families created gift bags stuffed with donations of pajamas, toothbrushes and toothpaste along with personal greeting cards that went to over 75 foster children in the care of the Department of Children and Families. A similar program was held in the spring in partnership with The Ted Arison Family Foundation’s worldwide “Good Deed’s Day” at the Worcester JCC. Many thanks to our community members and dentists who donated items for drop off at the Boroughs and Worcester JCC for both of these programs.

Young Adult Division (YAD)

The YAD group continues to see a significant growth in outreach, engagement and activities. Together with our YAD Council we continue to further consistency in social, holiday and leadership/educational programming. A few highlights include a “Historic Tour of Jewish Worcester”; film screening/Q & A with the Afula Tarbut group; Holiday dinners; Worcester Jewish Cemetery clean-up, Jewish Baking Day, and the groundwork designed for a YAD Leadership Mentor program with plans to launch this fall. We also welcome our 4th YAD member to this upcoming year’s JFCM Board of Directors.



General and Collaborative Outreach

Our ‘concierge’ service continues to help people of all ages who desire information and guidance within our Jewish and secular communities including the assisting of out-of-towners looking to move into the Central Mass Community, and helping them settle once they arrive here.

This year we also hosted a very successful cross-generational “Ladies’ Night Out: Fashion Show Fundraiser” as a collaborative between YAD, PJ Library/YJF and the Women’s Philanthropy Division. Models were women from our community ranging from ages 25-85 with over \$2,000.00 profit raised for our local community programming.



PRESIDENT’S MESSAGE CONTINUED FROM PAGE 1

Here’s what we accomplished over the summer: We engaged new Board members for the coming year, named new vice presidents to complement the president’s leadership efforts, began prioritizing the strategic plan recommendations for implementation, and identified leaders to help direct the implementation process. Some new programs are about to start (for example, a leadership mentoring program with seasoned community leaders), and we will develop additional initiatives and begin to roll them out this Fall. Other plans for the coming weeks and months include convening the Leadership Council to explore community-wide priorities and opportunities for involvement and support. We will reach out to the growing Jewish community in the “boroughs” – Westborough, Northborough, Shrewsbury and surrounding towns, all part of the Central Massachusetts catchment area – to build on our relationship that has strengthened in recent years.

Financial resource development was identified as one of our most important priorities. The Annual Campaign, led by Campaign Chair Sheila Trugman, had a successful year, closing 3.5% higher than the previous year. After a remarkable year of growth under the leadership of Toby Richmond, the Women’s Division of the Annual Campaign is already planning activities and incentives to expand even more in the coming year. Through our efforts to engage younger members of the community, we will be initiating a “Chai Campaign” within that group. We are making plans to reinvigorate our endowment and legacy giving programs, and to add professional staff to support these and other financial resource development efforts through programs such as foundation grants and corporate sponsorships.

We look forward to reporting on our future progress in reinvigorating our Jewish community -- watch for updates in *FedMail*, the weekly Friday email. See something that interests you? Please join us in implementing our vision for the future – we need you! The president can be contacted through the Federation office – we are only a phone call or email away!

Transitions at Jewish Federation of Central Massachusetts. Executive Director Howard Borer announced that, after 14 years, he will leave this position next Spring. Knowing that we will engage a new executive director, we have considered how to redefine the job description in order to best implement the strategic plan recommendations. A search committee has been formed to identify our next professional leader. It will be co-chaired by Rob Adler, a past president of Jewish Federation, and Abigail Averbach, Vice President for Outreach on the Governing Board. Executive search assistance will be provided by the Mandel Center for Leadership Excellence of the Jewish Federations of North America (JFNA). I extend my best wishes to Howard in his final year as our executive director.

Long-time Campaign Associate Bonnie Luks retired last winter, after 42 years with Jewish Federation. Not many people can boast that kind of job longevity! We appreciate her dedicated service and the long institutional memory she held for this organization. We wish her all the best in her retirement.

And finally, after four years as president of Jewish Federation, I am pleased to hand the reins of leadership to my successor, Toby Richmond. In my new role as immediate past president, I look forward to supporting Toby, Howard and the Board and staff in their ongoing efforts.

This truly is a warm, wonderful and welcoming Jewish community, and I have been blessed with the honor of leading it. The generous help, encouragement and support I have received throughout the community for our many projects and programs gives me great confidence that we will achieve our goals for the future. I have made many new friends in this extended community, and I look forward to continuing those friendships in the years to come.

Ensuring a Vibrant and Sustainable Jewish Community in Central Massachusetts

Jewish Federation of Central MA - Strategic Plan 2015/5775

Goal: Determine how to implement the recommended priorities from 2014:

1. focus on financial resource development
2. explore partnerships to improve efficiencies
3. adjust Federation organizational structure as necessary to facilitate recommendations 1 and 2.

Objectives:

1. Revise priorities, programs and structures to enable JFCM to continue to fulfill its mission.
2. Engage community members and Board members together in a process of deliberation and change.

Task Group and Charge	Strategic Plan Recommendations
Task Group 1 – Priorities	
<ol style="list-style-type: none"> 1. What role for Federation beyond financial resource development? 2. How to balance Federation programs and staffing? 3. What role for Federation for engaging young leaders? 4. What metrics to best evaluate program success? 	<ol style="list-style-type: none"> 1. Priorities: <ol style="list-style-type: none"> a. Financial resource development b. Represent Jewish interests to the larger community c. Serve as the Jewish community convener to plan, organize and build programs that sustain an active Jewish presence. d. Engage and develop the next generation of Jewish lay leaders 2. Structure Federation staff and activities to support the priorities 3. Engage and mentor future (young) Jewish leaders 4. Periodically evaluate Federation programs. 5. Develop specific metrics for: program alignment with priorities, financial and human resources, leadership, participation and growth.
Task Group 2 – Business Model	
<p>Evaluate Federation business models and recommend a model for our Federation.</p> <ol style="list-style-type: none"> 1. What can be learned from other communities? 2. What model best supports our priorities? 3. What efficiencies can be gained? 4. How to maximize financial resources? 	<ol style="list-style-type: none"> 1. Focus on financial resource development and sustainability through endowments, grants and sponsorships, while improving stewardship of donors and growing the Annual Campaign. 2. Develop a robust outreach initiative to attract, engage, and develop future leaders and donors, and to provide compelling message for marketing and communication campaign. 3. Conduct semi-annual evaluations to measure progress toward achieving desired outcomes. 4. After three years, evaluate overall progress toward goals and make adjustments if needed.
Task Group 3 – Organizational structure	
<p>Develop organizational, staffing and budget models.</p> <ol style="list-style-type: none"> 1. What leadership roles and staffing structure best support the priorities? 2. What operational changes will help ensure success? 3. Can we leverage relationships with other communities? 	<ol style="list-style-type: none"> 1. Full-time Chief Development & Executive Officer 2. Full-time coordinator of outreach, engagement and marketing. 3. Increase roles and responsibilities of lay leaders. 4. Re-define officers' portfolios.

Methods:

- Discussions to vet priorities and to develop organizational & financial models to implement priorities
- Facilitators convened community focus groups with young adults, baby boomers, families with children, Jewish Federation Governing Board, and the Leadership Council (59 total participants), and conducted individual interviews with 18 key stakeholders.
- Four months of task group discussions to address specific charges (see table below)
- Compile recommendations
- Community meeting with facilitator to deliberate and elicit feedback on recommendations (55 participants)
- Governing Board vote in June 2015 to accept recommendations
- Summer 2015: start planning implementation
- Fall 2015: Begin to implement recommendations

Members of the Strategic Plan Committees

Steering Team	Task Group 1- Priorities	Task Group 2- Business Model	Task Group 3- Structure
Natalie Rudolph*, Chair Rob Adler Abbie Averbach* Howard Borer, Exec. Director Jason Epstein* Merilee Freeman* Sharon Krefetz* Toby Richmond* Nina Stoll	Jason Epstein*, Chair Donna Elfman* Howard Fixler Ben Joseph* Dennis Lindenberg* Jeff Narod* Toby Richmond* Bernie Rotman Carol Sleeper Sheila Trugman*	Sharon Krefetz*, Chair Rob Adler Abbie Averbach* Howard Alfred* Ben Lyons* Alan Stoll Michael Sleeper	Merilee Freeman*, Chair Steve Heims* David Kaufman David Persky Allan Shriber* Paul Silverman* Steve Sosnoff*

* Jewish Federation 2014-2015 Governing Board members

Governing Board 2014-2015

Natalie Rudolph,
President

Howard Alfred
Abbie Averbach
Donna Elfman
Jason Epstein
Dan Fins
Merilee Freeman
Steve Heims
Ben Joseph

Sharon Krefetz
Dennis Lindenberg
Ben Lyons
Jeff Narod
Toby Richmond
Allan Shriber
Paul Silverman
Steve Sosnoff
Sheila Trugman

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Mindy Hall, Outreach Director

Liz Baker, Young Emissary Coordinator
David Coyne, Clark Hillel Director
Lissa Kasakoff, Rachel's Table Coordinator
Talia Mugg, Pardes Director
Michael Swartz, Cotton Leadership Coordinator
Carla Szymanski, Rachel's Table Coordinator
Wendy Wong, Hebrew High School Director

JFCM Mission

Jewish Federation of Central Massachusetts is dedicated to the preservation and enrichment of Jewish life in Central Massachusetts and throughout the world.

Objectives:

- Strengthen Jewish identification and sense of community
- Increase the philanthropic resources of the Jewish Community
- Help member organizations meet the needs of the community
- Foster and enhance our eternal link with Israel
- Help improve the social, economic, and cultural condition of world Jewry
- Strengthen ties between the Jewish community and the broader society.



Jewish Community Foundation
We Thank all those who have established funds with us.

Total Designated Funds

Dorothy Benjamin Women's Leadership Fund
Sulamith & Irving Blackberg Fund
Joseph & Miriam Casdin Charitable Fund Perpetual Annual Campaign Endowment
Samuel M. Cooper Memorial Fund Perpetual Annual Campaign Endowment
Samuel M. Cooper Restricted Fund
Harold Cotton Memorial Endowment Fund
Harold & Phyllis Cotton Perpetual Annual Campaign Endowment
Melvin S. Cutler Perpetual Annual Campaign Endowment Fund
Allan Farber Perpetual Annual Campaign Endowment
Merrill & Lillian Farber Perpetual Annual Campaign Endowment
Harriet Feinberg Memorial Fund
Saul & Bea Feingold Fund for Seniors
FDA Fund for Elder Care & Support (Debbie and Dan Fins)
Edith Fisher Lion of Judah
Freelander Family Charitable Trust Perpetual Annual Campaign Endowment
Joseph & Edith Freilich Perpetual Annual Campaign Endowment Fund
Haskell & Ina Gordon Charitable Perpetual Annual Campaign Endowment
Gotz Family Fund
Henry & Rita Grace Perpetual Annual Campaign Endowment
Barbara Greenberg Lion of Judah Endowment
Miriam & Burte Guterman Perpetual Annual Campaign Endowment
Barry Jaffe Perpetual Annual Campaign Endowment
Landgarten Fund
Lockwood Family Charitable Trust Perpetual Annual Campaign Endowment
Howard & Thelma Lockwood Perpetual Annual Campaign Endowment
Marion & Isador Lubin Fund Perpetual Annual Campaign Endowment
Sidney & Florence Medlinsky Philanthropic Fund Perpetual Annual Campaign Endowment
Sidney & Jeffrey Medlinsky Memorial Fund
Dr. Adolph & Pearl Meltzer Fund Perpetual Annual Campaign Endowment
David A. Persky Campaign Perpetual Annual Campaign Endowment
Marlene Persky Lion of Judah
Presidents Leadership Endowment Fund
Norman Robbins Fund
Martha Rosenblatt Lion of Judah
Rosenblum Family Perpetual Annual Campaign Endowment
Barbara & Paul Rossman Youth Fund
Jules & Blossom Saide Perpetual Annual Campaign Endowment
Senior Adult Services Endowment Fund
Samuel Shanberg Perpetual Annual Campaign Endowment
Siegel Family Cultural Fund
Carol J. Sleeper Lion of Judah Endowment
Myra E & Harold W. Slovin Memorial Fund
Bernard & Nita Trugman Educational Fund
Rosalie & Wallace Wolf Perpetual Annual Campaign Endowment
Irving J. Yarock Perpetual Annual Campaign Endowment
Samuel & Evelyn Zaritt Fund

Total Donor-Advised Funds

Bailin Philanthropic Fund
Chaifetz Family Fund
Lois & Bernard Edinberg Philanthropic Fund
David I. & Elaine C. Feingold Charitable Fund
Irving & Beatrice Fins Philanthropic Fund
Robert & Elizabeth Frem Philanthropic Fund
Harry Goff Family Foundation
David & Sylvia Glick Philanthropic Fund
JFCM General Unrestricted Fund
Koocher Family Fund
Nancy & Michael Leavitt Fund
Dorothy & Howard Lurier Family Philanthropic Fund
Melvin Rosenblatt Family Fund
Bernard Rotman Family Fund
Joan & Lester Sadowsky Charitable Fund
Sheftel Philanthropic Fund
Morton & Vivian Sigel Philanthropic Fund
Lisa & Jonathan Sigel Charitable Fund
Saul & Reena Slovin Philanthropic Fund
Stoll Family Charitable Trust

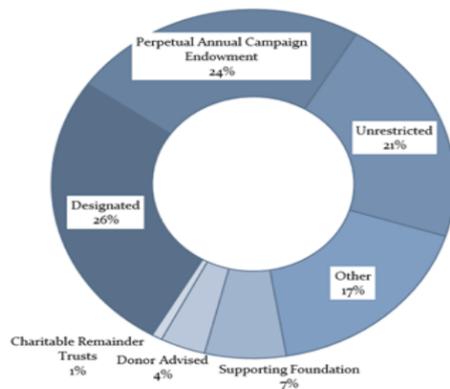
Supporting Foundation

Leo H. Rudnick Family Trust

Other

Doug Cutler
Michael & Carol Sleeper

FOUNDATION ASSETS



Asset Type	Amount
Designated	\$ 2,938,444
Perpetual Annual Campaign Endowment	\$ 2,653,165
Unrestricted	\$ 2,372,789
Other	\$ 1,950,733
Supporting Foundation	\$ 726,062
Donor Advised	\$ 403,796
Charitable Remainder Trusts	\$ 91,608
Total Assets	\$ 11,136,597

JEWISH FEDERATION OF CENTRAL MASSACHUSETTS, INC. AND AFFILIATE

**KEY FINANCIAL RATIOS
FOR THE YEAR ENDED SEPTEMBER 30, 2014**

	<u>2014</u>	
1) UNRESTRICTED OPERATING PUBLIC SUPPORT AND REVENUE:		
Public support:		
Grants, contributions and fundraising	\$ 1,002,758	56.2%
Revenue:		
Program income	212,776	11.9%
Investment income appropriated for operations	79,586	4.5%
Miscellaneous	28,903	1.6%
Non Operating Revenue	461,367	25.8%
Total public support and revenue	<u>1,785,390</u>	<u>100.0%</u>
2) OPERATING EXPENSES:		
Program services:		
Federation	569,282	34.4%
Foundation	229,525	13.8%
Rachel's Table	243,907	14.7%
Clark Hillel	78,359	4.7%
Pardes	210,089	12.7%
Other programs	78,620	4.7%
Total program services	<u>1,409,782</u>	<u>85.0%</u>
Supporting services:		
General and administrative	136,622	8.2%
Fundraising	112,244	6.8%
Total supporting services	<u>248,866</u>	<u>15.0%</u>
Total operating expenses	<u>1,658,648</u>	<u>100.0%</u>