It was a year of transitions, as JCC Association continued to strengthen the North American Jewish community.

We moved forward with some powerful initiatives to give JCCs the tools to build robust, meaningful connections for the people who use them. We bolstered our progress in early childhood education through Sheva. We expanded Talent Management and deepened our role in professional development for the field. We sought a new leader for this organization, launched a Centennial Celebration and awarded grants to JCCs to get creative as they rejoiced—through music—100 years of the JCC Movement.

Recognizing a need to provide consultancy in a more nimble and responsive way, we created the Sheva faculty, 14 experts who offer targeted consultation to JCC early childhood programs. This allows us to expand the ways we can advise JCCs, and help them successfully create learning communities for both the young children and families they serve. You will see more of this diversified model of consulting in play. We are already expanding it to work with JCCs’ sports and wellness programs, an area critical to JCC fiscal health.

Five more JCCs have been on-boarded in our Talent Management program, which focuses on recruiting, training and retaining the very best employees in the field. We must invest in those who desire careers in Jewish communal work, something at the heart of the services JCC Association provides. In 2016 we began laying the groundwork for new leadership programs such as the Jewish Leadership Training Institute and the Mandel Executive Leadership Program, which came to fruition in 2017.

Our JCCs of North America Biennial was an exciting venue in which to launch our Centennial Celebration. During four intensive days we witnessed the power of the JCC Movement, as we came together to learn from the best and brightest in the Jewish community—and to begin celebrating 100 years of making a difference in that community. We look forward to what our Centennial year, 2017, has in store.

In 2016, there was one lone email threat to the Roth JCC in Orlando. We had no idea that this meant anything more than a singular, random act of hate. It became a sign of things to come in 2017, as we dealt with a rash of such threats, most from the same source. How we dealt with them has helped shape the work we now do for the field.

We also bid farewell to Rabbi Harold Robinson, who led JWB Jewish Chaplains Council for 10 years. Harold is a man of integrity and passion for the mission of serving Jews who serve in the U.S. armed forces. He saw the success of Torahs for Our Troops come to fruition, and a new siddur published during his tenure. We will miss him, but are eager to see what Rabbi Irving Elson, who we welcomed as the new director of JWB, has planned for this foundational part of our work.

We also said l’hitraot to Alan Mann, who served as interim president for the year. Alan came out of retirement because of his belief in the JCC Movement and his dedication to JCC Association of North America. We thank him for his devotion to the mission, to our staff and his generosity of spirit.

Our new CEO and president, Doron Krakow, helped us through the bomb threat crisis and we look forward to his tenure, as we continue work on ways we serve our JCCs and act to strengthen our Jewish community.

As we look ahead, 2017 marks a unique point in our history, the century mark. Not many organizations reach 100 years. We have a storied history, we have a new leader, and we have the ability and resolve to continue serving the North American Jewish community, long into the future.
2016 It was a year of transitions. Change was in the air.

As we look ahead, 2017 marks a unique point in our history, the century mark.
What is the meaning of a movement? JCCs tied together by common cause have been serving their communities since before the beginning of the 20th century. Harnessing the power of the movement, they continue to be vibrant centers of Jewish connection, enabling their participants to lead engaged lives of purpose and meaning.

We reach an estimated 1.5 million people weekly, through our JCCs, including more families with young Jewish children than any other group of organizations in North America. JCCs are, quite literally, where the Jews are. We are the largest network of Jewish engagement outside of the state of Israel.

JCC Association is in the unique position to reach more than 25,000 professionals, along with the thousands of lay leaders in the JCC Movement, who have the ability to connect to and with their Jewish communities. We help them build relationships, find wisdom and take hold of the tools they need to build communities of belonging and purpose.

JCCs make a difference for millions, because we have made a difference for those who build and sustain them.
Our proprietary programs and services:

- Professional development
- Consultation and engagement
- Signature events and convenings
- Preferred vendors and partners
- JWB Jewish Chaplains Council

Our mission statement:
We lead and connect the JCC Movement, advancing and enriching North American Jewish life.
JCC Association of North America 2016 Biennial

In 2016, we kicked off the Centennial Celebration of the JCC Movement at the JCCs of North America Biennial in Baltimore, Maryland, the home of the very first JCC! Nearly 550 of us gathered for a celebration and four intensive days of learning from one another and from leaders from Jewish communities around the globe. Everyone, from JCC lay leaders to U.S. military chaplains, were able to participate in painting our centennial banners with artist in residence Jay Wolf Schlossberg-Cohen, which made their grand appearance on stage during the final plenary.

During the Biennial, we announced a new granting initiative: **Making Music Happen: The Soundtrack of Jewish Life in North America**, made possible by a very generous gift from former board member, Marvin J. Pertzik, in partnership with the Mary Livingston Griggs and Mary Griggs Burke Foundation. JCC Association awarded 22 grants ranging from $2,000 to $7,500 to affiliated JCCs to support programs that highlight Jewish music’s contribution to arts and culture over the past 100 years. Performances took place throughout the Centennial year.

The programs JCCs created reflect the diversity of our JCC communities, and their ability to reach beyond their doors, create new partnerships within their communities, and invite new conversations to learn and grow. Visit [100.jcca.org/making-music-happen](http://100.jcca.org/making-music-happen) to see the exciting work in progress and stay tuned in 2017 for the fruition of this creative project!

In honor of Martin Luther King, Jr.’s birthday, Naturally 7 and the Maccabeats performed together, for the first time, at JCC of Greater Baltimore in January, 2017.
Highlights of 2016: Camp

Camp at the heart of the JCC

Camp is one of the keys to JCC success as a gateway to lifelong Jewish living and community engagement, teaching children and young adults valuable life skills such as resilience, problem-solving, and leadership. Camp creates lifelong friendships and strong memories. And where there’s a JCC camp with a need, our consultants are there: In 2016 we provided valuable leadership and support to the field with in-person consultations to 50 day and overnight camps, guidance for and facilitation of director searches, new professional on-boarding, lay leadership development, staff training, and on-going coaching and mentoring.

This year we engaged more than 200 of our camp professionals through professional development opportunities, including conferences, cohort-based learning, and virtual trainings. We know the best way to make camp great for campers is to make the people who bring it to them shine.

“Israel Up Close helps create a personal context with the shlichim (emissaries) and a personal perspective, and that enables you to speak about why you are doing this at camp. It becomes more important to me to make Israel a priority at camp.”

—Seth Finkel, director, Camp Chaverim
To your (JCC) health!

As one of JCCs’ core businesses, health and wellness continues to keep the JCCs spinning. Our continental program partnerships broadened what JCCs can offer to their participants. The National Council on Aging’s “Aging Mastery” pilot integrated Jewish content into the program to create one specifically aimed at JCC participants. It provides education, goal setting and daily practice for baby boomers, enabling them to make life changes to ease the aging process. Hadassah’s Every Beat Counts offers heart healthy programming aimed at women.

“Because of these partnerships, it really opens other doors. It’s truly exciting and it makes me feel good that not only are we meeting the needs of the JCC but are also able to reach more in the community.”

—Gail Wolven, community wellness coordinator for LifeBridge health, Baltimore, who works closely with the JCC of Greater Baltimore to bring health experts to the JCC
Highlights of 2016: JCC Israel Center

“The experience in Israel with the trip for adults with disabilities was nothing short of transformative. The JCC Israel Center took care of every detail and many well beyond anything I could have thought of.”

—Carole R. Zawatsky, CEO, Edlavitch JCC, DC

Making Israel real

JCC Israel Center works to create stronger Israel connections for JCCs and their communities by tailoring trips to their specific needs. Staff seminars and Boarding Pass trips offer JCCs’ staff, board members and participants a way to experience Israel through intensive, and intense, personal and professional learning. They not only absorb the amazing sites and sights of Israel, but engage with knowledgeable and fascinating people they would otherwise never meet. These experiences deepen the Jewish mission and inspire a greater passion in JCC members, leaders and staff. Each of these custom made trips and seminars are accompanied by comprehensive educational materials and guides for pre- and post-Israel trips.

Whether created for those with special needs, members of the LGBT community, camp staff, or families, these visits help connect the JCC community to Israel—and to the JCC.

In 2016 the JCC Israel Center team developed a comprehensive Jerusalem@50 program guide that included program ideas and a variety of resources anticipating the celebration of Jerusalem’s 50th anniversary in 2017.

The JCC Israel Center launched a new partnership with the Bezalel Academy for Art and Design in Jerusalem. Through this partnership, JCCs were offered to host an Israeli artist as an artist in residence. In 2017-18 five JCCs will bring an Israeli artist to serve as an artist in residence.

CONNECTING WITH ISRAEL

- 520 JCC members and staff from 46 JCCs and JCC camps visited the Jewish homeland with JCC Association.
- 45 in-person consultations at JCCs and JCC Association conferences.
- 18 JCCs hosted shlichim serving in different capacities and roles.
- JCC Israel Center visited 20 JCCs resulting in a future commitment to running Israel trips, opening local JCC Israel Centers, or improving existing ones.
Highlights of 2016: Professional Development

“Talent Management has provided us with the in-depth look at ourselves, and our agency through trainings, inservices, on-site visits, one-on-one assessments, and development plans. We are thinking forward and moving our agency towards the future.”

—Sandy Newman, Assistant Executive Director, JCC of the Lehigh Valley

Developing JCC professionals

JCC Association’s professional development opportunities continue to support our unique and diverse workforce, who in turn create positive experiences and connections for their communities. In September, Talent Management Phase 2, a program that assists JCCs in identifying, training and retaining high performing employees, launched with eight JCCs: JCC of The Lehigh Valley, Mayerson JCC, David Posnack JCC, Charlotte & Dick Levin JCC, Harry and Rose Samson Family JCC, Mittleman JCC, I.J. & Jeanne Wagner JCC, Miles Nadal JCC, Schwartz/Reisman Centre, Mandell JCC Greater Hartford.

There are now 20 JCCs in the program, with more than 450 employees enrolled. They are served by a new professional development webinar series exclusively created for Talent Management communities.

During the year, the department also launched the JOFEE (Jewish Outdoor, Food, Farming & Environmental Education) Fellowship through Hazon, placing seven fellows at JCCs. The year-long fellowship seeks to invigorate the Jewish educational landscape by seeding Jewish communities with a cadre of outstanding Jewish educators versed in environmental issues.

Additionally, we awarded four JCC Association scholarships and there were two tuition assistance recipients. Scholarship recipients are expected to begin or continue to work in a JCC following completion of their degrees.

CONFERENCES, WORKSHOPS AND TRAININGS
• Building a High Performing Team at the Katz JCC, in Cherry Hill, N.J.
• JOFEE Fellowship launched with seven JCC participants.
• BBYO International Leadership Training Conference presentation
• Birthright Trip for JCC professionals
• Tri-State Conference presentation

WEBINARS FOR JCC PROFESSIONALS
• 83 participated in Coast to Coast LGBTQ Inclusion: Our Jewish Communal Role.
• 35 took part in Department of Labor—New Regulations for All JCCs.
• 101 tuned in for What’s All The Fuss About Adults Age 55+ — and Why Should We Care?
Highlights of 2016: Benchmarking

Measuring the J

In 2016, 49 JCCs received their most recent Benchmarking results, marking the 11th year of this highly regarded JCC Association program, which measures performance in such areas as Jewish impact, user engagement, financial sustainability, staff satisfaction and board governance.

Each JCC received a customized summary report as well as an on-site consultation to review their results with staff and lay leadership and begin identifying “priority action items” representing their greatest opportunities for growth.

This year also marked the introduction of a new set of Benchmarking online tools and analyses around effective JCC Board governance.

“Benchmarking helped us to identify concrete ways to increase board engagement and ultimately led us to a very valuable board strategic visioning process.”

—Annette Saxon, past board chair, JCC of Greater Baltimore
JWB Jewish Chaplains Council: Serving Jews in uniform

Rabbi Irving Elson, a veteran of the Iraq war and the highest ranking Jewish chaplain in the U.S. military when he resigned in 2016, took the helm of JWB Jewish Chaplains Council. He was the 10th director of the endorsing agency in its nearly 100-year history, following Rabbi Harold Robinson’s retirement after 10 years leading the organization.

Elson lost no time bringing his can-do flair to the organization, galvanizing efforts behind a much needed second edition of the JWB Siddur for men and women in the U.S. military and Veterans Hospitals. We raised $125,000 toward the project, which will bring about a highly-improved edition of the siddur—the only Jewish prayer book endorsed by three major denominations of Judaism—available to our Jewish military personnel in 2017.

“Without military training and JWB, I couldn’t have met the challenge for the recruits. My Jewish identity was solidified through the Jewish military community; it will be my home community for the rest of my life.”

—Marine Corps Sgt. Erik Uriarte, former lay leader at Camp Pendleton, who is now a rabbinical student at Hebrew Union College

JWB BY THE NUMBERS

• 25,000 Jewish personnel and family members serving in the United States armed forces
• JWB chaplains and lay leaders in 84 locations worldwide
• 11,614 siddurim (prayer books) and 3,285 tanakhim (Jewish Bibles) delivered
• 466 holiday packages shipped out for Rosh Hashanah, Hanukkah, Purim, Passover and Shavuot
Highlights of 2016:

JCC Maccabi®

Beyond teen engagement with JCC Maccabi®

“My favorite memory of JCC Maccabi® was getting to meet Jewish teens from around the world. My biggest accomplishment was representing my family, city, community and heritage in such a great event!”

— JCC Maccabi® teen participant

In 2016, 3,300 teens participated in one of three host communities: the JCC of Greater Columbus in Ohio, the St. Louis Jewish Community Center in Missouri, and the Stamford JCC in Connecticut. It was a huge expression of community involvement and Jewish engagement, with nearly 11,000 people attending all three opening ceremonies.

In addition to gold, silver and bronze medals awarded for athletic performance at the JCC Maccabi Games®, more than 850 Midot Medals were awarded to teens for modeling the values exemplified in JCC Maccabi®. The Stamford JCC offered ice hockey for the first time, an enormously successful addition that attracted more than 200 ice-slicing teens.
A grounding in Jewish ideas and ideals

In 2016, several cohorts of programs run by the Jack, Joseph and Morton Mandel Center for Jewish Education (MCJE) got underway. Whether the program was designed to provide a perspective on the Jewish mission of the J, create an environment of Jewish living and learning or engage with Jewish text, the goal is to create leaders and educators grounded in the language and knowledge of our tradition.

Additionally, there are 22 Chizuk Fellows working in as many overnight camps, providing Jewish expertise at camps with directors who have participated in Lekhu Lakhem, but who lack the Jewish background or time to implement a Jewish vision at camp.

And 2016 saw the development of TAGtivities, individual activities, searchable by keywords, that allow camps to create custom-made TAG programs from our existing archive. TAG, which stands for Torah, Avodah, and Gemilut Chasadim (loosely, worship, spirituality and kindness) comprises a library of approximately 55 activity units, with 10-15 activities around a theme, allowing campers to explore daily living through a Jewish lens, a unique resource that only JCC Association offers.

NEW LEARNING COHORTS

- **5th cohort of Kivunim** (direction, or orientation), for first-time JCC executives
- **4th cohort of Lekhu Lakhem**, a two-year fellowship for JCC camp directors, funded by the AVI CHAI Foundation
- **Netivim** (pathways), a continuation of Lekhu Lakhem III; 80 percent of eligible camp directors elect this program
- **22 educators took part in the MCJE’s annual Jewish Educators Seminar, with the theme of ritual.**
Elevating the J through Arts & Culture

Music, visual arts, literature, theater, film and dance all find expression at the J. All are paths to strategic engagement through a uniquely creative, Jewish lens. And JCCs are hungry for more. We saw this with the robust response to Making Music Happen, which so inspired funder Marvin J. Pertzik that he made an additional gift of $100,000 for the development of long-term arts and culture engagement at JCC Association, inviting strategic growth and professional development for arts and culture professionals as a gateway to ultimate community engagement.

Stay tuned for Making Music Happen in 2017, in honor of JCC Association’s centennial celebration!

ARTS & CULTURE
BY THE NUMBERS

• 40 JCC professionals attended JCC Association’s annual Arts and Culture Gathering in New York
• 30 arts and culture professionals participated in our launch of the Jewish Film Festival ZoomMeet, creating a virtual community of film programmers that share knowledge and practice
• 345 arts and culture professionals share resources and develop professional relationships through the robust arts and culture Listserv

“My thoughts are still swimming with some of the things that were discussed at the conference. Thank you all for this most useful professional development opportunity. I hope to return next year for another round with my JCC arts and culture colleagues.”

— Esther Arbeid, manager of adult arts and culture and the Toronto Jewish Film Society at the Miles Nadal JCC
Sheva continues to shine

“What does it mean to be a JCC Association Sheva Lab Community,” asks Susan Hoppenfeld, the director of early childhood education at the JCC of Greater Vancouver. “[Our] JCC is a site for early childhood research, experimentation and innovation. Rather than be a place where other JCC early childhood teams might stop for a single visit, we decided that a long-term partnership was perhaps more in keeping with our core values that focus around relationships and community. The team at the Rady JCC was a natural choice.”

This is the kind of community-building JCC Association fosters. Among early childhood educators, it creates networks of shared learning, inspiring educators to develop as professionals, adapt their practice, and engage in their own learning. It helps them re-envision the role of the early childhood educator in connecting early childhood educators to the JCC’s mission and to the Jewish community.

We reimagined our consultancy model, providing 14 Sheva faculty to serve the field with varied, area-specific expertise. We conducted the U.S. pilot of Ayeka: Becoming a Soulful Parent, an Israeli-developed parenting approach grounded in Jewish wisdom that creates a community of parents who put their experience as parents at the center.

“What a wonderful experience to be able to see Susan’s center, to talk to her staff and to be inspired by her. Our field is about developing relationships. Once a relationship is developed, trust and respect grow.”

—Eleonora Caporalini, Director of Child Care Services at the Rady JCC

SHEVA BY THE NUMBERS:
- 11 Sheva learning groups with 120 early childhood professionals studying monthly together.
- 20 early childhood administrators attended Sheva Covenant Director’s Institute.
- 14 Sheva faculty serve JCCs
- Sheva Educator’s Forum has the potential to reach 4,000 classroom educators.
JCC Association staff are recognized for their leadership and expertise

In 2016 Rabbi Abbi Sharofsky, Deputy Director, JWB Jewish Chaplains Council, received the JPro Network Young Professionals Award.

And the following staff had articles featured in EJewishPhilanthropy:

Joy Brand-Richardson, Vice President and Director of Training and Professional Development, published *Succession Planning Starts Today.*

Robin Ballin, Senior Vice President, Program Development and Director of JCCs of North America Biennial Convention, published *Celebrating JCC Association's 100 Years of Service to the Jewish Community.*

Randy Ellen Lutterman, Vice President for Arts and Culture and Director, JCC Maccabi Games® and ArtsFest®, published *A Summer of Engagement with JCC Maccabi.*

Mark Horowitz, Vice President, Director, Sheva Center for Innovation in Early Childhood Jewish Education & Engagement, published with URJ's Kathy Rolland, *Early Childhood Education Centers are Revolutionizing Jewish Engagement.*

2017: Highlights & Moments of Note

**Jewish Chaplains Council**

In 2017, JWB Jewish Chaplains Council will publish a second edition of its 2014 siddur. It is completely updated, with both pocket and full-sized editions, and will include educational materials and guidance on using the siddur with military personnel wherever they are stationed.

**Centennial Events**

We’ll see the culmination of Making Music Happen events, continue sharing stories from those who love the JCC, award the winners of 100 Days of Fitness, share recipes, and conclude our centennial celebration at the 2018 JCCs of North America Biennial in Memphis, Tenn.

**Culture of Safety Initiative**

Ten JCCs are participating in the Culture of Safety Initiative with our partner, The Redwoods Group. The program is taking a deep look at safety practices at JCCs, selected for diversity in size, location and populations served, in order to assess where they are doing well and what needs more work. By improving safety, we can protect the people who use the JCC, and JCCs can improve their bottom line.

**JCC Security**

JCCs across North America endured weeks of harassing, threatening threats, forcing evacuations and a reevaluation of security procedures. JCC Association was there to assist throughout, providing public relations and security guidance for all JCCs in North America, no matter their affiliation. We were able to meet with Attorney General Jeff Sessions to discuss the seriousness of the issue. Out of this we emerged stronger, witnessing bold community support through multi-faith rallies. We were able to support new legislation, provide crisis communications, develop security planning tools and offer a new communications platform for security issues.
Endowment-Funded program support

Endowed Programs

**MERRIN CENTER FOR TEEN ENGAGEMENT**
JCC Association is grateful to Anne Heyman z”l and Seth Merrin whose generosity established the Merrin Center for Teen Engagement, which is dedicated to enhancing the work of teen professionals and providing programming for the youth they serve.

**SUPPORT OF THE JCC ISRAEL CENTER**
Judith z”l and Mark D. Litt

**JEWSH EDUCATION PROGRAMMING**
Geri and Lester Pollack z”l

**JCC ASSOCIATION SCHOLARS FUND**
Syril z”l and Leonard Rubin z”l

**THE LENNY RUBIN ISRAEL EDUCATION FUND**
In honor of Lenny Rubin z”l, support of Israel education for JCC Association staff. We thank the generous donors who contributed to this fund in 2016.
Laura Rubin
Kate Obstgarten Family Foundation

Endowed Scholarship Fund

**JCC ASSOCIATION GRADUATE SCHOLARSHIP FUND**
The future requires well-trained professionals. JCC Association recognizes donors who endowed the Graduate Education Scholarship program.

Robert L. Adler Memorial Scholarship Fund
Alumni Scholarship Fund
Ella and Gerrard Berman Scholarship Fund
Elayne and Julian Bernat Scholarship Fund
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Olga F. and Oliver B. Winkler Scholarship Fund
Helen and Harold O. Zimman Scholarship Fund
The National Federation/Agency Alliance is a partnership that provides a significant amount of funding to several national agencies including $1,012,212 to JCC Association of North America in FY 2016. The national agencies that make up the Alliance engage in critical work to build capacity and support the work of the federations and their local affiliates. They also help advance the federation system’s goals on a national and international stage. While mindful of its role in evaluating and monitoring the national agencies, the Alliance works to promote deeper relationships and create synergy between the national agencies and the federations.
THE JACK, JOSEPH, AND MORTON MANDEL CENTER FOR EXCELLENCE IN LEADERSHIP AND MANAGEMENT
JCC Association is grateful to The Jack, Joseph, and Morton Mandel Foundation for its grant created to sustain the Mandel Center for Excellence in Leadership and Management.

THE JACK, JOSEPH, AND MORTON MANDEL CENTER FOR JEWISH EDUCATION
JCC Association is grateful to The Jack, Joseph, and Morton Mandel Foundation for its grant created to sustain the Mandel Center for Jewish Education.

JCC Association acknowledges The AVI CHAI Foundation for its support of training programs within the Mandel Center for Jewish Education:

Lekhu Lakhem IV: Brings JCC Association’s proven Jewish educational leadership to the wider Jewish resident camp community in collaboration with the Foundation for Jewish Camp.

Chizuk: Recruits, trains and places Jewish educators in Lekhu Lakhem camps to support the camp’s Jewish mission.

CENTENNIAL FUND
As JCC Association and JWB celebrate their 100th anniversary in 2017, we are delighted to acknowledge the generosity of the following donors:
Lisa F. and Ron Brill
Ann P. and Stephen M. Kaufman
Stephen P. and Sharon Seiden and the Russell Berrie Foundation

SHEVA CENTER FOR INNOVATION IN EARLY CHILDHOOD JEWISH EDUCATION & ENGAGEMENT
JCC Association supports the largest number of Jewish early childhood centers, often a family’s first and most significant gateway to Jewish communal life. The Sheva Center raises the level of excellence in early childhood education.

The Covenant Foundation
The Crown Family
The Myra Reinhard Family Foundation

JCC ASSOCIATION GRADUATE SCHOLARSHIP PROGRAM
Elizabeth A. Schiro and
Stephen L. Bayer
Shirley and William Grossman
Louis & Anita Perlman
Family Foundation

MERRIN CENTER FOR TEEN ENGAGEMENT
The Merrin Fellowship’s mission is to give JCC staff working with Jewish teens the skills to better serve this critical sector of the Jewish community.

Matilda Blendaes Fund
Seth Merrin and Anne Heymann z”l

JCC MACCABI GAMES® AND ARTSFEST®
The largest gathering of Jewish teens in North America, JCC Maccabi® has helped teen athletes and artists strengthen their Jewish identity as they hone their skills, engage in JCC Cares community service, be part of a global Jewish community and integrate Jewish values into their everyday life.

The Feldman Family Foundation
Glassman Family Charitable Fund
Jody and Robert Mansbach
Soref-Breslauer Texas Foundation
The Redwoods Group Foundation, Inc.
David and Sharon Wax

JCC GROWS
Supports community gardens at JCCs and produce donations to emergency food providers.

The Robert Sillins Family Foundation

MAKING MUSIC HAPPEN: THE SOUNDTRACK OF JEWISH LIFE IN NORTH AMERICA
Made possible by a grant from Marvin J. Pertzik and the Mary Livingston Griggs and Mary Griggs Burke Foundation.

JCC ASSOCIATION HAZON JEWISH OUTDOOR, FOOD & ENVIRONMENTAL EDUCATION (JOFEE) FELLOWSHIP
Harriet and George Blank
Ruth Fletcher
JWB JEWISH CHAPLAINS COUNCIL
A SIGNATURE PROGRAM OF JCC ASSOCIATION
For nearly 100 years, JWB has proudly fulfilled its mission to provide services that meet the religious, educational, and spiritual needs of Jews in the United States Military, veterans, and their families.

$10,000 AND ABOVE
Fran and Alan Broder
Joanne and Donald W. Brodsky*
Nancy and Irving Chase*
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Rabbi Abbi Sharofsky
Shomrei Torah, Wayne, NJ
Bettie and Ted Shrensel
Rabbi Marion Shulevitz
Sidra and Peter Silton
Joel S. Silver & Co., PC
Merle and Seth M. Silver
Silversolutions, Inc.
Dr. and Mrs. Robert Silvers
Herbert F. Slavin
Linden and Roger S. Sofer
John Sogn
Yetta B. Speiser
Joy and Nicholas Spill
Max Spinner
Jacques Sredni
Stanley Srochi
Sara E. Sussan
Michael Sydney
Jeffrey Tabachnick
Glenn M. Taubman
Temple Beth Torah, Fremont, CA
Temple Beth Am, Randolph, MA
Temple Etz Chaim, Thousand Oaks, CA
Temple Emanu-El, Providence, RI
Temple Rodef Shalom Religious School, Falls Church, VA
TI Sunday Morning Minyan Charity Fund, Charlotte, NC
Diana and Morton Tobin
University Synagogue Sisterhood, Los Angeles, CA
David Valinsky
Arnie Waldman
Mindi Wapner
Sally G. and Robert E. Waters
Stacy Weile
Norman Weiner
Ellen and Norman Weingart
Sybil and Joe Weingast
Barbara and David Weisel
Dr. Fredric and Mrs. Cynthia Weiss
Marcia J. Weiss
Ann Deborah Werner
Clifford Will
Kendra and Peter Winkelstein
Kenny Wintman
Lori B. Wittlin
Arlene Wizwer
Dr. Hal Wolfson
Betsy and Herbert L. Wolk
Colby Wycoff
Dina Yakar
Betsy and Joel Zeligson
Lois Zoller
Dr. Howard and Mrs. Judith Zucker
## JCC Association Revenue & Expenses

### Revenues

<table>
<thead>
<tr>
<th>Revenues</th>
<th>Amount</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>National Federation/Agency Alliance and Individual Federations</td>
<td>1,097,000</td>
<td>8%</td>
</tr>
<tr>
<td>Affiliate Dues</td>
<td>5,382,000</td>
<td>40%</td>
</tr>
<tr>
<td>Annual Giving and Foundation Grants</td>
<td>2,339,000</td>
<td>18%</td>
</tr>
<tr>
<td>Corporate Sponsorships/Other</td>
<td>700,000</td>
<td>5%</td>
</tr>
<tr>
<td>Draw from Investments for Operations</td>
<td>668,000</td>
<td>5%</td>
</tr>
<tr>
<td>Program Fees</td>
<td>3,114,000</td>
<td>23%</td>
</tr>
</tbody>
</table>
**Total Revenue**                               | **13,300,000** | 100%|

### Expenses

<table>
<thead>
<tr>
<th>Expenses</th>
<th>Amount</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Enrichment Services</td>
<td>2,401,000</td>
<td>18%</td>
</tr>
<tr>
<td>Community Consultation Services</td>
<td>1,648,000</td>
<td>12%</td>
</tr>
<tr>
<td>Jewish Education and Israel Operations</td>
<td>2,561,000</td>
<td>19%</td>
</tr>
<tr>
<td>Finance &amp; Administration</td>
<td>3,290,000</td>
<td>25%</td>
</tr>
<tr>
<td>Marketing &amp; Communication</td>
<td>1,325,000</td>
<td>10%</td>
</tr>
<tr>
<td>Professional Leadership</td>
<td>668,000</td>
<td>5%</td>
</tr>
<tr>
<td>Financial Resource Development</td>
<td>727,000</td>
<td>6%</td>
</tr>
<tr>
<td>Services to the Military</td>
<td>576,000</td>
<td>4%</td>
</tr>
</tbody>
</table>
**Total Expenses**                              | **13,196,000** | 100%|
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