

AGENDA
NJHSA Board of Directors
Monday, November 5, 2018; 12 Noon – 4:00 pm
Arizona Biltmore, Phoenix, AZ

- I. Welcome/Announcements Perry Ohren
- Approval of Minutes of July 29, 2018
 - Welcome to Lisa Loraine Smith, Chief Program Officer
 - First Impressions: Executives' Conference
- II. CEO's Report Reuben Rotman
- III. Financial Report & Proposed Operating Budget David Marcu
- IV. Committee Reports, Discussion & Action Items
- Advocacy Stephan Kline
 - Audit Larry Reader
 - Governance Erik Lindauer
 - Human Resources Leah Rosenbaum
 - Nominating Paula Goldstein
 - Membership Judy Halper
 - Services Lori Moss
 - Small Agency Taskforce Lori Moss
 - Annual Conference Michael Hopkins, Susan Friedman
 - Lay Leadership Jim Kahn
- V. Board Discussion: Strategic Planning (Mission/Vision/Values) Perry Ohren, Reuben Rotman
- VI. Good & Welfare/Adjournment Perry Ohren

CEO's Report for NJHSA Board Meeting of November 5, 2018

This report covers the period July 29, 2018 – November 5, 2018:

Staffing:

- Lisa Loraine Smith joined the staff on October 9th to assume the position of Chief Program Officer.
- Annual performance appraisals for Network staff were completed in August.

Funding:

- Administered RFP process for recently awarded Legacy Heritage Fund grant. Funding is expected to be received and allocated to awarded agencies by the end of December 2018.
- Continued discussions with Covenant Foundation, Jim Joseph Foundation and JFS Seattle to explore possibility of pilot replication of JFS Seattle Project Kavod.
- Initiated discussions with the Weinberg Foundation in support of an operating grant to address Jewish Poverty.
- Engaged in dialogue with Federations which had been affiliated with JFNA Alliance and have secured funding commitments from: Boston, Chicago, Cleveland, Columbus, Detroit, Greater MetroWest NJ, Miami, Milwaukee, New York City, North Jersey, Greater Washington DC.

Membership:

- Initiated dialogue with UJA Federation of New York and several NYC based agencies to encourage membership from NYC agencies.
- Received applications for membership from JCC Manhattan and Kings Bay Y of Brooklyn, NY. Membership would be limited to the social service departments of those agencies.
- Continued dialogue with International Membership Subcommittee and developed proposal for dues formula for Israeli and other international member agencies.

Board Committees:

Advocacy:

- Together with assistance from CIJA, completed updating of 2018 Public Policy Priorities to reflect both US and Canadian interests.
- Coordinated advocacy statements and efforts related to US Federal Zero Tolerance Policy at Southern Border.
- Coordinated testimony from JFCS Philadelphia at congressional hearing related to LGBTQ discrimination in the US foster care system.
- Initiated dialogue with professional leadership of Jewish Council of Public Affairs (JCPA) to coordinate efforts between NJHSA and JCPA and NJHSA member agencies and local Community Relations Committees.

Best Practices:

- Convened newly established committee.
- Initiated dialogue with University of Michigan.
- Will be exploring data from innovation surveys to identify existing Network agency services which might be deemed as "best practice".

Budget and Finance:

- Reviewed financial statements and balance sheet for period ending September 2018.
- Continued working with JCS Baltimore and Jewish Federation of No. NJ to complete required audits for 2017. It has been agreed that there will be two separate audits for 2017; one for AJFCA for the period of January through April and the other for NJHSA for the period of May through December.

Communications:

- Continued to implement upgrades to newly established NJHSA website.
- Initiated virtual resource library on NJSHA website.
- Reconstituted Communications Committee to expand efforts.

Governance:

- Convened reconstituted committee and determined focus for the year to include review and updates to By-Laws and creation of Board Manual to support NJHSA board education.

Human Resources:

- Worked with survey consultant to develop and administer Compensation and Benefits Survey.

Innovation:

- Reconstituted and convened Innovation Committee. Determined to complete interviews with member agencies to identify common challenges which could lead to Innovation Work Group efforts.

Nominating:

- Established and convened Nominating Subcommittee of Governance Committee which began nominating process for 2019 NJHSA board.

Services:

- Convened newly established committee
- Reviewed affiliation agreements with Merchant Advocate and expanded agreement with C&A Benefits Group.

Program:

- Active participant in JFNA Emergency Committee. Provide support to agencies impacted by Hurricane Florence and assessed minimal impact of Hurricane Michael.
- Convened NJHSA board grant review committee to review submitted applications for Disabilities RFP.
- Secured support from consulting firm to provide dedicated webinar trainings for NJHSA member agency lay leadership.
- Directed planning efforts for 2018 Executives' Conference and served as liaison for all speakers.

- Initiated planning efforts for 2019 Annual Conference (to be held in Atlanta) and convened Plenary Speakers, Workshop Sessions, Networking and Host City subcommittees.
- Convened meeting of newly established Small Agency Taskforce to develop concrete efforts to support small member agencies.
- Sponsored one day training on Respectful Workplace in Detroit, drawing 28 participants from four different NJHSA agencies.
- Secured the participation of JFS MetroWest NJ to provide supervision for Info Line service of B'Kavod, an initiative to support Jewish communal professionals impacted by sexual harassment/discrimination.
- Represented NJHSA at Mid-West gathering of NJHSA member agencies engaged in workforce development services.
- Continued dialogue with vendors of Zimplified Life (post-divorce management tool) as initiative of Center for Innovation and Research. Sponsored dialogue with agencies for comparable resource for adult children of aging parents.
- Met with newly appointed member agency CEO's (JFS Dallas, JFS Middlesex and JFS Rochester).
- Continued implementation of monthly professional development webinars (averaging the participation of 20 member agencies).

Travel:

- Met with Caring Commission and Network staff at UJA Federation in NYC.
- Attended meeting of UJA Federation member agency CEOs.
- Attended annual meeting of Annual Conference of Alliance for Strong Families and Communities in Denver. Met with NJHSA member agency JFS Denver.
- Attended Source America Board Meetings in Cincinnati and Source America Governance Committee meeting in Washington DC
- Several meetings in NYC with Claims Conference and The Blue Card

MINUTES
NJHSA Board of Directors
Sunday, July 29, 2018; 9am-3pm EST
Offices of Sullivan & Cromwell, New York City

Present: Perry Ohren, Chair, John Colborn, Vice Chair, Susan Friedman, Paula Goldstein, Jordan Golin, June Gutterman, Michael Hopkins, Robert Hyfler, James Kahn, Erik Lindauer, Jay Miller, Lori Moss, Brian Prousky, Leslie Reis, Ray Silverstein, Andrea Steinberg, Aviva Sufian. Staff: Reuben Rotman.
Participating Via Video/Phone: Claudia Finkel, David Marcu, Larry Reader, Leah Rosenbaum, Fred Stock.
Not Present: Julie Chapnick, Judy Halper, Stephan Kline, Sigal Shelach.

I Welcome/Announcements:

Perry Ohren welcomed board members and extended a special thank you to Erik Lindauer for his hospitality and serving as host for this meeting. A motion was then made by June Gutterman and seconded by Aviva Sufian to accept the minutes of meeting of May 1, 2018. The minutes were then accepted with one abstention. Perry thanked the board for their active engagement with and leadership of committees and noted that most of the committees have met at least once since the May board meeting. He also thanked the board for their generous participation with our effort to solicit donations from each board member. He noted that the board is now very close to an impressive 100% participation level and he stressed the importance of this level of giving as the Network has already been asked by several potential funders to detail the level of support provided by its board.

II CEO's Report:

Reuben Rotman explained that a written report was distributed with the board packet. In addition, Reuben briefly reviewed a power point presentation (attached) which provided some insights regarding potential funding opportunities, currently being explored. Reuben explained that these opportunities fall generally within three categories: identified needs, member agency requests and requests from funders. In the discussion that followed, it was agreed that Reuben will provide a brief email update to the board on the status of these and other initiatives in between regularly scheduled board meetings.

III Review of Financial Report:

David Marcu presented an overview of the financial report for the period ending June 2018. He explained the Jewish Federation of Northern New Jersey's accounting staff, working together with Reuben Rotman, continue to provide clear reports which detail the financial picture of the organization. He noted that on the revenue side, the dues collection process has been generally smooth and effective, and many agencies took advantage of the incentive of a 5% discount in their dues and paid their 2018 dues in full by the end of January 2018. This contributed to a cash flow dynamic where the Network has received a bulk of its cash up front toward the beginning of the year. Moving forward, David explained that the Finance Committee will be working with Reuben to create a cash flow schedule to better guide planning and operations. David also noted that the expenses for the 2018 Annual Conference, which were more than \$200,000, have created a tight cash concern for the remaining of the fiscal year.

Reuben then briefly reviewed key variances for both revenue and expenses and explained that the Legacy Heritage Fund has recently indicated its approval of a pass-through grant which the Network will administer. The terms of the grant though now indicate an allocation of 5% for Network administration, while previous indications had indicated an allocation of 10%. This will require a budget

adjustment. On the expense side, Reuben reported that the open position of Chief Program Officer was recently filled, and the hire will be announced shortly. The budget will be adjusted to reflect the salary and effective date of October 2018.

IV Committee Reports & Discussion:

- **Advocacy:** Aviva Sufian reported that the Advocacy Committee now consists of over 20 members and meets quarterly. The staffing is facilitated by Mindy Brodsky, the Network's Washington representative who serves as the Director of Government Affairs for JFNA and is based in Washington DC. Aviva explained that an affiliation has been established with the Centre for Israel and Jewish Affairs (CIJA) to serve as a counterpart to help to facilitate advocacy efforts in Canada and to support NJHSA Canadian member agencies in this regard. The Network's 2018 Public Policy Priorities are now being updated to reflect Canadian references where needed. Aviva explained that the process to update the priorities for 2019 will begin following the November US elections. Aviva noted upcoming webinars which will be hosted by the Advocacy Committee and encouraged the Board's participation. She also thanked Paula Goldstein, CEO, JFCS Philadelphia for her willingness to provide testimony to Congress on issues impacting the LGBTQ community when pursuing adoption or foster care.
- **Audit:** Larry Reader reported that the audit committee will be holding its first meeting with the auditors in August. The focus will be on a review of the audit plan for 2017, given the merger. Larry explained that predecessor association AJFCA will require an audit for the period of January 2017 through merger date as the State of New York requires incorporated non-profits with revenue of \$750,000 or higher to complete an audit. AJFCA received the 2016 grant from the Legacy Heritage Foundation in February 2017. The Audit Committee will bring the 2017 audit and IRS 990 filing to the November board meeting.
- **Best Practices:** June Gutterman explained that this newly established committee met in July and agreed that its focus is both to develop a definition of "best practices" and to identify existing member agency initiatives which lend themselves to this status, while also positioning the Network as a source for universities and/or government to consider for best practice offerings. June explained that the committee will meet with contacts in both academic and government settings to facilitate its learning in this area and will also review programs that have been identified through the internal assessments related to innovation. June noted that the committee agrees that when it uses the term "best practice" it is interested in a range of areas including client services, internal operations or governance.
- **Canadian Member Agencies:** Brian Prousky reported that the agencies have decided to discontinue the role of the Network staff liaison to the agencies. He explained that this was a position that had been in place for many years with AJFCA. The timing of the decision coincided with the decision of the professional, Linda Kislowicz, to retire from her role. With that transition upcoming, the group has agreed that the Network has made considerable efforts to integrate the Canadian agencies in all Network initiatives and as such decided to forgo maintaining and funding a separate position. Brian also noted the partnership which was recently established with Centre for Israel and Jewish Affairs as an effort to advance the Network's goal of advocacy within Canada.

Brian then shared concerns which have been presented by Canadian member agencies regarding limited access to Network member agency benefits. Brian explained that currently there are no vendors affiliated as partners of the Network doing business in Canada. He explained that the issue of access and the staffing transition has been processed with the International Agencies Subcommittee of the Membership Committee and a proposal is being made to implement a

discount of 50% in membership dues for Canadian agencies for the year 2019. Brian explained that 2019 will be a transition year to test the new model of affiliation without a dedicated staff liaison and to all work with NJHSA to identify member benefits to meet the needs of Canadian agencies.

- Communications: Andrea Steinberg reported that the Communications Committee is working with the Network staff to guide the development and implementation of communications initiatives. She explained that the Network staff continues to work with the membership to educate all on the use of the members' portal on the new website. She also reported that a new tagline for the Network is in development and agencies will be asked to display the Network's logo, along with the tagline, on their websites. She reported that the map of Israel on the homepage of the Network website will be replaced with an image of the globe to better depict the international nature of Network membership. Finally, she shared that the bi-weekly newsletter will be redesigned to accommodate the increased level of content that is being shared with each edition.
- Governance: Erik Lindauer reported that the Governance Committee has determined that its primary focus this year will be to develop a Board Manual, which will define the principles of governance for the organization and will also serve as a guide for new board orientation. The committee will also develop a process to facilitate a board self-assessment process and will coordinate any board training initiatives. The committee also reviewed a few outstanding questions and agreed that the Nominating Committee is structured as a subcommittee of the Governance Committee and as such the Chair of that committee (Paula Goldstein) will be serving as a member of the Governance Committee. Finally, Erik reported that the Membership Committee, in keeping with the requirements of the By-Laws, has approved affiliate Network membership for those board members who do not represent current Network member agencies. Specifically, the following current board members were approved as Network affiliate members: Julie Chapnick, Susan Friedman, Robert Hyfler, Stephan Kline, Erik Lindauer, Leslie Reis and Aviva Sufian.
- Membership: Reuben Rotman reported on behalf of Judy Halper who was not able to attend the meeting. Reuben announced that the Membership Committee approved the membership application of JFS Binghamton, as a new member agency. He also noted that the Network staff are engaged in follow up with potential member agencies who attended the Network's conference in Chicago. Reuben then made a motion to accept the recommendation of the International Agency Subcommittee of the Membership Committee to implement a discount of 50% in dues for Canadian agencies for 2019 and to ask those agencies to pay their dues in US funds. Following discussion, the motion was approved with one abstention. Finally, Reuben noted that the Membership Committee will be focusing its efforts on the development of an outreach plan to engage potential member agencies.
- Services: Lori Moss reported that this new committee will focus on the Services pillar of the Network to address member agency benefits and training or educational offerings. She explained that the committee reviewed proposals from three potential new vendors (two in the HR realm and one to help agencies lower credit card processing fees) and agreed that a legal review of all pending contracts should be facilitated prior to agreeing to any proposed affiliations. Lori thanked Erik Lindauer who has agreed to facilitate this legal review. Lori also noted that the committee will be developing language that the Network will use to announce new vendor benefits. The language will protect the Network from any liability, while also letting our agencies know that the vendor has a product/service that could be beneficial and has been appropriately vetted.
- Innovation: Reuben Rotman reported on behalf of Jerry Rubin, Chair, Innovation Committee. Reuben explained that the Network is continuing to work with Mike Mozenter in this area but has begun to wind down the level of his engagement. Reuben then explained that he met recently

with Jerry and with Mike to assess the current state of the Network's Center for Innovation and Research. Reuben reported that the Committee will focus its efforts on the following:

- Continuing to gather data from membership
- Continuing to identify some solutions to challenges, validate these solutions with input from our membership and disseminate what we learn through this process
- Continuing to train our Network about the process of innovation, using existing structures like our newsletter, webinars, conferences

Reuben then briefly reviewed the status of several projects of the Center for Innovation and Research and explained that they fall in four categories: potential partnerships to explore, technologies needing vetting/development from member agencies, efforts in program replication and identified training needs.

V Network Conferences:

- Respectful Workplace Training: Reuben reported that the Network is sponsoring a day long training on building a respectful workplace. The training will be held on October 18 at JFS Detroit and will feature a presentation from Brett Nicholson, Chief Talent Officer from JFS Detroit who has been certified as a presenter on this topic. The training will include a model for staff and a separate module for supervisors. A third module for Board members will be offered as part of the annual conference.
- Executives' Conference: Jordan Golin reported that this year's Conference is scheduled for November 3 through 5 and will be held at the Arizona Biltmore in Phoenix. The focus will be to relate the findings of the recently published Alliance for Strong Families and Communities Report, A National Imperative: The State of the Human Service Sector, to that of the Jewish human service sector. Discussion will also include implications for international member agencies. The conference will include time for participants to develop personal toolkits to take the learnings of the conference home to be able to apply in their own agencies.
- Annual Conference: Michael Hopkins and Susan Friedman reported that a planning committee for the 2019 Annual Conference, scheduled for March 31 – April 2 in Atlanta, has been convened and will be having its first meeting in August. The committee will structure its work via subcommittees: Plenary Speakers, Workshop Sessions, Networking Opportunities, Awards and Host City. Michael also noted that a sponsorship packet is being developed to invite bundled sponsorships with both the Executives' and Annual Conference opportunities.

VI Board Discussion: Strategic Planning Focus & Process:

Reuben Rotman explained that the Network does not currently have a Strategic Plan in place and to develop a Plan he proposed that the Chairs of each Network committee could constitute the membership of a new Strategic Planning Committee. He also suggested that the committee should meet to develop and affirm a mission and vision statement for the Network, engage in an internal and external market analysis, develop strategies and tactics for each of the Network's pillars and target strategies for each core revenue source. In the discussion that followed, the Board agreed to the process as proposed.

John Colborn then facilitated an interactive design thinking exercise with the Board asking all Board members to contribute thoughts on how the Network might develop programs that enhance the social impact of member agencies, improve financial performance of members, increase the influence and

reach of member agencies and strengthen the leadership and staff capacities of agencies. The suggestions were grouped in the following categories: technology, partnerships, events/gatherings and data/information. A summary of the aggregate responses is attached to these minutes.

VII Good and Welfare/Adjournment:

Perry Ohren again thanked Erik Lindauer for hosting the meeting and extended congratulations to June Gutterman on her recent announcement related to her retirement in May 2019.

Perry reminded the Board that the next meeting will be held in Phoenix on November 5, following the conclusion of the Executives' Conference. He explained that the Board is invited to attend the entire Conference. He also reminded the Board that the January meeting will be held on January 27, 2019 and will be held at the Residence Inn, Miami Beach- Surfside in Florida.

The meeting was then adjourned at 2:45 pm

Respectfully submitted,
Reuben D. Rotman, CEO

Network of Jewish Human Service Agencies

Budget

January - December 2018

As of September, 2018

Operating Expenses

Personnel

	Budget 2018	Budget To Date	Variance Budget to Date	YTD Actual	Variance	Adjustment	2018 Revised YE Projection
Salaries	534,970	401,228	133,743	383,789	151,181	(35,140)	499,830
FICA Taxes	40,900	30,675	10,225	26,242	14,658	(2,660)	38,240
NJ Unemployment Taxes	9,000	6,750	2,250	2,206	6,794	700	9,700
PA Unemployment Taxes	7,700	5,775	1,925	738	6,962	(6,962)	738
MD Unemployment Taxes	1,400	1,050	350	408	992	(992)	408
PR Taxes	0	0	0	0	0	0	0
Payroll Processing Fees	2,500	1,875	625	4,418	(1,918)	2,500	5,000
Employee Insurance Benefits	34,000	25,500	8,500	28,994	5,006	0	34,000
Retirement	41,300	30,975	10,325	31,109	10,191	(9,300)	32,000
Total Personnel Expenses	671,770	503,828	167,943	477,904	193,866	(51,854)	619,916

Professional

Consultation Expenses	80,000	60,000	20,000	52,486	27,514	(10,000)	70,000
Audit and Legal Expenses	29,000	21,750	7,250	3,730	25,270	0	29,000
Contractual Accounting Fees	45,000	33,750	11,250	33,750	11,250	0	45,000
MIS Fees	18,000	13,500	4,500	17,713	287	0	18,000
Washington Office	0	0	0	3,250	(3,250)	4,500	4,500
Canadian Office Expense	0	0	0	17,520	(17,520)	17,520	17,520
Data Base Purchase	10,000	7,500	2,500	0	10,000	(10,000)	0
Staff Development	2,000	1,500	500	1,000	1,000	0	2,000
Staff Recruitment	1,000	750	250	200	800	(800)	200
Total Professional Fees	185,000	138,750	46,250	129,650	55,350	1,220	186,220

Bank Fees & Interest

Foreign Exchange Fees	1,000	750	250	4,186	(3,186)	3,200	4,200
Bank Fees	7,000	5,250	1,750	14,504	(7,504)	9,000	16,000
PNC LOC Fees	500	375	125	0	500	(500)	0
Total Bank Fees & Interest	8,500	6,375	2,125	18,690	(10,190)	11,700	20,200

Network of Jewish Human Service Agencies

Budget

January - December 2018

As of September, 2018

Operating Expenses

	Budget 2018	Budget To Date	Variance Budget to Date	YTD Actual	Variance Adjustment	2018 Revised YE Projection
<i>Supplies</i>						
Furniture Rental NJ	6,000	4,500	1,500	4,177	1,823	6,000
Office Supplies	6,200	4,650	1,550	1,514	4,686	4,000
Copier Rental NJ	2,100	1,575	525	1,913	187	2,100
Copier Rental PA	2,000	1,500	500	0	2,000	0
Copier Rental MD	0	0	0	0	0	0
Total Supplies	16,300	12,225	4,075	7,604	8,696	12,100
<i>Insurance</i>						
Business Insurance	10,390	7,793	2,598	8,098	2,292	10,390
Total Insurance	10,390	7,793	2,598	8,098	2,292	10,390
<i>Other</i>						
Telephone	5,700	4,275	1,425	2,747	2,953	5,700
Misc.	2,100	1,575	525	386	1,714	2,100
Relocation	0	0	0	0	0	0
Postage & Shipping	1,200	900	300	1,126	74	2,000
Total Other	9,000	6,750	2,250	4,259	4,741	9,800
<i>Occupancy</i>						
NJ Rent	25,200	18,900	6,300	18,900	6,300	25,200
PA Rent	0	0	0	0	0	0
MD Rent	0	0	0	0	0	0
Total Occupancy	25,200	18,900	6,300	18,900	6,300	25,200
<i>Conferences & Meetings</i>						
Staff Travel & Expenses	15,000	11,250	3,750	14,803	197	18,000
Conference Expenses	100,000	75,000	25,000	226,623	(126,623)	226,623
Executive Conference Expenses	0	0	0	1,417	(1,417)	1,417
Regional Training	0	0	0	180	(180)	817
Speaker Expenses	33,500	25,125	8,375	13,779	19,721	33,500
Meeting Expenses	10,000	7,500	2,500	7,975	2,025	10,000
Total Conference & Meetings	158,500	118,875	39,625	264,777	(106,277)	290,357

Network of Jewish Human Service Agencies

Budget

January - December 2018

As of September, 2018

Operating Expenses

	Budget 2018	Budget To Date	Variance Budget to Date	YTD Actual	Variance	Adjustment	2018 Revised YE Projection
<i>Special Projects</i>							
Grants payable to agencies	915,000	686,250	228,750	0	915,000	35,000	950,000
Total Special Projects	915,000	686,250	228,750	0	915,000	35,000	950,000
<i>Printing & Publications</i>							
Printing & Publicity	4,000	3,000	1,000	2,549	1,451	0	4,000
Website Development / Maintenance	5,000	3,750	1,250	17,638	(12,638)	12,932	17,932
Total Printing & Publications	9,000	6,750	2,250	20,187	(11,187)	12,932	21,932
<i>Dues & Subscriptions</i>							
Council of Accreditation	6,250	4,688	1,563	6,250	0	0	6,250
Subscriptions / Licensing	5,700	4,275	1,425	4,719	981	0	5,700
Memberships	5,000	3,750	1,250	5,124	(124)	124	5,124
Total Dues & Subscriptions	16,950	12,713	4,238	16,093	857	124	17,074
<i>Depreciation</i>							
Depreciation Expenses	6,000	4,500	1,500	6,819	(819)	3,000	9,000
Total Depreciation	6,000	4,500	1,500	6,819	(819)	3,000	9,000
Total Operating Expenses	2,031,610	1,523,708	507,903	972,981	1,058,629	140,579	2,172,189
Excess Revenues Over Expenditures	67,265	50,449		779,688			34,294

Notes to Budget Report for Period Ending September 2018:

REVENUE:

- Grants: Legacy Heritage has agreed to a renewal. Funding will be provided to NJHSA in December and then allocated out to awarded agencies (also in December 2018).

A receivable has been set up for the Legacy Grant. We will amortize the revenue each month for the Legacy Grant to show 1/12th of the Grant. Once the Grant is received, we will apply it toward to receivable.

Much of the excess total revenue over expense in the actual YTD relates to the receivable for the Legacy grant. The funds are only expected to be received in December 2018.

- New sources: Discussions are underway with Weinberg Foundation, Jim Joseph Foundation and with Covenant Foundation. New Grant of \$3,100 was received from UJA Federation to support a Staff Retreat for planning purposes.
- Dues: Dues Reduction line reflects approved dues reductions to date. Fourth quarter statements were sent in early October.
- Canadian Agencies: Three have discontinued for 2018 but two have confirmed that they will rejoin in 2019. New dues model for 2019 for Canadian agencies has been approved by the Board and a proposal is pending for approval for Israeli and other international agencies.
- Sponsorship for Executive Conference: Final sponsorship revenue of \$5,500.
- Sponsorship for Annual Conference: Final sponsorship revenue of \$56,300.
- Allocation: New Federation allocation revenue resulting from dissolution of JFNA Alliance.
- Other Income Sources:
- PEPS – JFCS Atlanta has decided to discontinue the service, due to lack of interest.
- Contributions – have made a \$22,000 positive adjustment based on contributions received to date. Will monitor should additional adjustment be needed.

EXPENSE:

- Salaries and Retirement: Adjusted to reflect retirement agreement for Genie Cohen and salary for Lisa Smith, new CPO who started in October.
- Washington Office and Canadian Office expenses were incorrectly charged to Consultant line. Have adjusted for this Statement.
- Foreign Exchange Fees: This expense is not expected to increase or repeat – related to timing of deposits which coincided with name change of Canadian bank account (from AJFCA Canada to NJHSA Canada).
- Staff Travel and Expenses are increased to reflect additional expected expenses associated with travel of newly appointed CPO.
- Database budgeted expense of \$10,000 will not happen in 2018. Made positive adjustment.
- Staff Recruitment – no additional expense expected for 2018. Made positive adjustment.

Network for Jewish Human Services Agency
Statement of Revenues and Expenditures
From 1/1/2018 Through 9/30/2018

YTD Actual

Operating Revenue

Grant Revenue	
Grants Other Agencies	<u>735,000.01</u>
Total Grant Revenue	735,000.01
Dues Revenue	
Membership Dues	616,132.32
Canadian Agency Dues	46,318.80
Dues Reductions	<u>(24,319.50)</u>
Total Dues Revenue	638,131.62
Executive Conference	
Executive Conference	28,125.00
Sponsorship	<u>1,500.00</u>
Total Executive Conference	29,625.00
Annual Conference	
Annual Conference Fees	179,249.39
Sponsorship	<u>56,300.00</u>
Total Annual Conference	235,549.39
Regional Meetings	
Regional Meeting Fees	<u>1,515.00</u>
Total Regional Meetings	1,515.00
Board & Committee	
Board & Committee	<u>120.00</u>
Total Board & Committee	120.00
Allocation Revenue	
Alliance Allocations	19,518.00
Other Federation	<u>44,148.95</u>
Total Allocation Revenue	63,666.95
Other Income	
Combined Federal	502.32
Contributions	28,501.15
Income - Misc.	7,983.08
Unrealized Gain/Loss on	9,572.97
PEPS	940.00
Fees for Service	200.00
Investment Income	<u>1,362.02</u>
Total Other Income	<u>49,061.54</u>
Total Operating Revenue	<u>1,752,669.51</u>

Operating Expenditures

Personnel Expenses	
Salaries	383,788.88
FICA Taxes	26,242.41
NJ Unemployment Taxes	2,205.59
PA Unemployment	737.80
MD Unemployment	408.00
Employee Insurance	28,994.41
Retirement	31,109.25
Payroll Processing Fees	<u>4,418.02</u>
Total Personnel Expenses	477,904.36

Network for Jewish Human Services Agency
Statement of Revenues and Expenditures
From 1/1/2018 Through 9/30/2018

YTD Actual

Professional Fees	
Audit and Legal Expenses	3,730.29
Staff Recruitment	199.98
Staff Development	1,000.00
Consultation Expenses	52,486.49
Contractual Accounting	33,750.00
MIS Fees	17,712.89
Washington Office	3,249.99
Canadian Office Expense	<u>17,520.00</u>
Total Professional Fees	129,649.64
Bank Fees and Interest	
Foreign Exchange Fees	4,185.58
Bank Fees	<u>14,503.93</u>
Total Bank Fees and Interest	18,689.51
Supplies	
Office Supplies	1,514.20
Equipment Rental - Copier	1,913.02
Equipment Rental	<u>4,176.80</u>
Total Supplies	7,604.02
Business Insurance	
Business Insurance	<u>8,097.57</u>
Total Business Insurance	8,097.57
Other	
Telephone	2,747.18
Postage	1,125.96
Miscellaneous Expenses	<u>386.24</u>
Total Other	4,259.38
Occupancy	
Rent Expense	<u>18,900.00</u>
Total Occupancy	18,900.00
Conferences & Meetings	
Out of Town - Meetings	602.78
Local Travel - mileage	78.00
Staff Travel & Expenses	13,805.03
Conference Expenses	226,622.81
Executive Conference	1,417.13
Meeting Expenses	7,975.20
Meals	317.13
Regional Training	180.00
Speakers	<u>13,779.27</u>
Total Conferences & Meetings	264,777.35
Printing & Publications	
Printing & Publicity	2,548.79
Website	<u>17,638.40</u>
Total Printing & Publications	20,187.19
Dues & Subscriptions	
Council of Accreditation	6,250.00
Subscriptions and Dues	4,718.68
Memberships	<u>5,123.92</u>
Total Dues & Subscriptions	16,092.60
Depreciation	
Depreciation Expense	<u>6,819.21</u>

Network for Jewish Human Services Agency
Statement of Revenues and Expenditures
From 1/1/2018 Through 9/30/2018

	<u>YTD Actual</u>
Total Depreciation	<u>6,819.21</u>
Total Operating Expenditures	<u>972,980.83</u>
Net Revenue Over Expenditures	<u>779,688.68</u>

Network for Jewish Human Services Agency
Statement of Cash Flows
As of 9/30/2018
Current Period

Cash Flows from Operating Activities

Net Income (Loss)	779,688.68
Security Deposits	0.00
Accounts Receivable	(909,116.42)
Prepaid Expenses	(5,902.94)
Accounts Payable & Accrued Expenses	(102,025.56)
Deferred Revenue	<u>244,999.99</u>
Total Cash Flows from Operating Activities	7,643.75

Cash Flows from Investing Activities

Property & Equipment	<u>5,114.11</u>
Total Cash Flows from Investing Activities	5,114.11

Net Increase (Decrease) in Cash 12,757.86

Cash Balance, Beginning 348,087.19

Cash Balance, Ending 360,845.05

Network for Jewish Human Services Agency
Balance Sheet
As of 9/30/2018

	Current Year
Assets	
Cash & Cash Equivalents	
Cash In Bank - PNC Operating	76,355.55
Cash In Bank - PNC Money	21,148.54
Cash in Bank - PNC Charge Card	62,887.68
Cash in Bank - Royal Bank of	51,519.51
Investments-WP	<u>148,933.77</u>
Total Cash & Cash Equivalents	360,845.05
Accounts Receivable	
Accounts Receivable - Other	979,828.22
Allowance for Doubtful Account	(24,319.50)
Dues Receivable	37,025.00
Prepaid Expenses	<u>27,749.61</u>
Total Accounts Receivable	1,020,283.33
Other Assets	
Security Deposits	<u>2,100.00</u>
Total Other Assets	2,100.00
Property & Equipment	
Furniture fixtures and	37,034.25
Software - Website Developmt	51,508.00
Accumulated depreciation	<u>(79,124.75)</u>
Total Property & Equipment	<u>9,417.50</u>
Total Assets	<u>1,392,645.88</u>
Liabilities	
Accounts Payable	
Accounts Payable Control- Fund	3,410.32
Flexible Spending Acct - Health	<u>514.21</u>
Total Accounts Payable	3,924.53
Deferred Revenue	
Deferred Revenue	<u>244,999.99</u>
Total Deferred Revenue	244,999.99
Other Liabilities	
Loans and Exchanges	(3,586.50)
Retirement - Withholding	<u>813.14</u>
Total Other Liabilities	<u>(2,773.36)</u>
Total Liabilities	<u>246,151.16</u>
Net Assets	
Beginning Net Assets	366,806.04
Current YTD Net Income	<u>779,688.68</u>
Total Net Assets	<u>1,146,494.72</u>
Total Liabilities and Net Assets	<u>1,392,645.88</u>

Network of Jewish Human Service Agencies

Budget

January - December 2019

Operating Revenue

Grants

Legacy	1,000,000	980,000	1,000,000		1,000,000
UJA Federation of New York	0	0	3,100		0
Grants- Other Sources	0	0	0		0
Total Grants	1,000,000	980,000	1,003,100	0	1,000,000

Dues Revenue

US Member Agency Dues	790,706	766,727	766,727		790,706
Dues Reduction	(69,311)	(69,315)	(69,315)		(69,311)
Canadian member Agency Dues	40,600	76,639	54,050		40,600
Israeli Member Agency Dues	6,150	6,150	6,150		6,150
Total Dues Revenue	768,145	780,201	757,612	0	768,145

Executive Conference

Registration	25,000	26,540	26,540		25,000
Sponsorship	0	5,000	5,000		0
Total Executive Conference	25,000	31,540	31,540	0	25,000

Annual Conference

Registration	160,000	132,500	166,976		160,000
Sponsorship	60,000	65,000	56,300		60,000
Total Annual Conference	220,000	197,500	223,276	0	220,000

Regional / Themed Meetings

Registration	4,000	4,000	4,000		4,000
Sponsorship	0	0	0		0
Total Regional / Themed Meetings	4,000	4,000	4,000	0	4,000

Board & Committee

Registration	3,000	3,000	3,000		3,000
Sponsorship	0	0	0		0
Total Board & Committee	3,000	3,000	3,000	0	3,000

Network of Jewish Human Service Agencies

Budget

January - December 2019

Operating Revenue

Allocation

	Budget 2019	Budget 2018	Projection 2018	Adjustment	2019 Revised YE Projection
JFNA Alliance Allocation	0	39,034	39,034		0
<u>Other Federation Allocation</u>					
St. Paul	1,000	1,000	0		1,000
Northern New Jersey	5,000	2,500	2,500		5,000
Jewish Federation of Peoria	0	150	150		0
Youngstown Area Jewish Federation	0	250	250		0
Greater Metrowest NJ Federation	5,000	0	5,000		5,000
Jewish Federation of Columbus, OH	2,750	0	2,750		2,750
Jewish Federation of Detroit	3,000	0	3,000		3,000
Jewish Federation of Milwaukee	356	0	356		356
Jewish Federation of Cleveland	7,800	0	7,800		7,800
Jewish Federation of Metro. Chicago	7,000	0	7,000		7,000
Jewish Federation of Boston	1,106	0	1,106		1,106
Jewish Federation Greater Washington	2,500	0	2,500		2,500
New York City	4,000	0	4,000		4,000
The Greater Miami Jewish Federation	24,000	24,000	24,000		24,000
Total Other Federation Alloc.	63,512	27,900	60,412		63,512
Total Allocation	63,512	66,934	99,446	0	63,512
Other Income Sources					
PEPS	0	1,700	940	0	0
Combined Federal Campaign	500	1,000	500	0	500
Contributions	35,000	10,000	32,000	0	35,000
Investment Income	2,000	3,000	3,000	0	2,000
Income - other	1,000	8,000	8,000	0	1,000
Unrealized Gain/Loss on Investments	7,000	12,000	6,000	0	7,000
Total Other Income Sources	45,500	35,700	50,440	0	45,500
Total Operating Revenue	2,129,157	2,098,875	2,172,414	0	2,129,157

Network of Jewish Human Service Agencies

Budget

January - December 2019

	Budget 2019	Budget 2018	Projection 2018	Adjustment	2019 Revised YE Projection
<u>Operating Expenses</u>					
<i>Personnel</i>					
Salaries	486,304	534,970	499,830		486,304
FICA Taxes	36,200	40,900	38,240		36,200
NJ Unemployment Taxes	12,100	9,000	9,700		12,100
PA Unemployment Taxes	1,900	7,700	738		1,900
MD Unemployment Taxes	1,400	1,400	408		1,400
Payroll Processing Fees	3,000	2,500	4,500		3,000
Employee Insurance Benefits	35,000	34,000	34,000		35,000
Retirement	42,000	41,300	32,000		42,000
Total Personnel Expenses	617,904	671,770	619,416	0	617,904
<i>Professional</i>					
Consultation Expenses	41,003	80,000	80,000		41,003
Audit and Legal Expenses	37,000	29,000	29,000		37,000
Contractual Accounting Fees	45,000	45,000	45,000		45,000
MIS Fees	21,000	18,000	18,000		21,000
Washington Office	36,000	0	4,500		36,000
Canadian Office Expense	0	0	17,500		0
Data Base Purchase	0	10,000	10,000		0
Staff Development	2,000	2,000	2,000		2,000
Staff Recruitment	1,000	1,000	1,000		1,000
Total Professional Fees	183,003	185,000	207,000	0	183,003
<i>Bank Fees & Interest</i>					
Canadian Exchange Fees	500	1,000	4,200		500
Bank Fees	18,000	7,000	16,000		18,000
PNC LOC Fees	0	500	0		0
Total Bank Fees & Interest	18,500	8,500	20,200	0	18,500

Network of Jewish Human Service Agencies

Budget

January - December 2019

	Budget 2019	Budget 2018	Projection 2018	Adjustment	2019 Revised YE Projection
<u>Operating Expenses</u>					
<i>Supplies</i>					
Furniture Rental NJ	6,100	6,000	6,000		6,100
Office Supplies	2,500	6,200	6,200		2,500
Copier Rental NJ	2,500	2,100	2,100		2,500
Copier Rental PA	0	2,000	0		0
Total Supplies	11,100	16,300	14,300	0	11,100
<i>Insurance</i>					
Business Insurance	10,600	10,390	10,390		10,600
Total Insurance	10,600	10,390	10,390	0	10,600
<i>Other</i>					
Telephone	3,200	5,700	5,700		3,200
Misc.	1,000	2,100	2,100		1,000
Postage & Shipping	1,500	1,200	1,200		1,500
Total Other	5,700	9,000	9,000	0	5,700
<i>Occupancy</i>					
NJ Rent	25,200	25,200	25,200		25,200
Total Occupancy	25,200	25,200	25,200	0	25,200
<i>Conferences & Meetings</i>					
Staff Travel & Expenses	20,000	15,000	15,000		20,000
Conference Expenses	211,300	100,000	223,754		211,300
Speaker Expenses	40,500	33,500	33,500		40,500
Meeting Expenses	10,000	10,000	10,000		10,000
Total Conference & Meetings	281,800	158,500	282,254	0	281,800
<i>Special Projects</i>					
Grants payable to agencies	950,000	915,000	950,000		950,000
Total Special Projects	950,000	915,000	950,000	0	950,000

Network of Jewish Human Service Agencies

Budget

January - December 2019

	Budget 2019	Budget 2018	Projection 2018	Adjustment	2019 Revised YE Projection
<u>Operating Expenses</u>					
<i>Printing & Publications</i>					
Printing & Publicity	3,000	4,000	4,000		3,000
Website Development / Maintenance	600	5,000	17,834		600
Total Printing & Publications	3,600	9,000	21,834	0	3,600
<i>Dues & Subscriptions</i>					
Council of Accreditation	6,250	6,250	6,250		6,250
Subscriptions / Licensing	1,000	5,700	5,700		1,000
Memberships	5,500	5,000	5,124		5,500
Total Dues & Subscriptions	12,750	16,950	17,074	0	12,750
<i>Depreciation</i>					
Depreciation Expenses	9,000	6,000	9,000	0	9,000
Total Depreciation	9,000	6,000	9,000	0	9,000
Total Operating Expenses	2,129,157	2,031,610	2,185,668	0	2,129,157
Excess Revenues Over Expenditures	0	67,265	(13,254)		0

NOTES to PROPOSED OPERATING BUDGET – 2019

CLARIFICATION FOR REVENUE:

Grants:

- Legacy Heritage Foundation: Assuming renewal, currently engaged in positive dialogue – pass through grant of \$1m, with 5% supporting NJHSA overhead.
- UJA Federation of NY was a one-time grant in 2018.
- Grants – other sources: Current request pending with Weinberg Foundation.

Dues:

- Assuming year two of phase in plan, approved by Membership Committee
- Assumes new dues model for Canadian, Israeli and other international countries.
- Does not assume any new members
- Dues Reduction based on experience

Executive Conference:

- Assuming continuation of meeting with comparable registration/sponsorship goals

Annual Conference:

- Assuming \$60,000 in sponsorships and \$160k in registrations based on 2018 experience.

Regional/Themed Meeting:

- Assuming one meeting – content to be determined/conservative goal of at least 20 participants

Board and Committee:

- Assuming four in person board meetings for 2019

Allocations:

- Assuming flat allocations from 2018 Federation funding sources. Funding from JFNA Alliance ended in 2018 with funding decisions now being made by Federations independently.

Other Income Sources:

- PEPS licensing service revenue was discontinued in 2018
- Assuming flat revenue from Combined Federal Campaign
- Assuming slight increase in contributions over 2018
- Investment income and other income based on 2018 activity

NOTED EXPENSES:

Personnel:

- Salaries: Maintains current staffing, includes 3% salary increases and bonus agreement for CEO
- Retirement: Assumes 3% match for 403B plan for line staff and 10% match for CEO.

Professional:

- Consultation: Assumes \$41,000 in reserve for consultative support as needed (half of 2018 budget to support grant development, Innovation work, etc.).
- Audit and Legal expenditures reflect costs for 2017 audit for AJFCA for Jan-April 2017 and 2017 audit for NJHSA for May through December 2017 along with related filings. Assuming no expenditures for Legal.
- Washington Office expense: 2018 expenses were incorrectly budgeted for Consultant line.
- Canadian Office expense: No additional expense required for 2019; NJHSA staff is absorbing staffing function for support of Canadian agencies.
- Data Base Purchase: No budget available to support data base/CRM product/licensing.

Bank Fees and Interest:

- PNC Bank Fees: Will seek to negotiate fees and/or secure new banking partner.

Conferences and Meetings:

- Staff travel increased to support anticipated increased travel for CPO.
- Conference Expenses reflect costs associated with 2018 conference
- Speaker Expenses reflect estimated costs for outside plenary speakers for 2019 conference

Printing and Publications:

- Website Development/Maintenance: Assuming reduced expense of \$600 to support outside assistance in facilitating updates as needed

Dues and Subscriptions:

- Subscriptions/Licensing: includes only software licensing for NJHSA. 2018 expenses included carry over requirements for AJFCA/IAJVS.
- Memberships: Plans for National Human Services Assembly, Alliance for Strong Families and Communities & JPro

Merger Expenses:

- Merger, one time and final expenses for AJFCA and IAJVS incurred in 2017: \$113,000
- Merger, one time and final expenses for AJFCA and IAJVS incurred in 2018: TBD