Snapshot of Bay Area Jewish organizations two years into the COVID-19 pandemic

NEED AND OPPORTUNITY - MAY 2022

JCF JEWISH COMMUNITY FEDERATION & ENDOWMENT FUND

FY22 BUDGET OUTLOOK: RESTORATION INCOMPLETE

62% of organizations reported an expected increase in revenue compared to FY21; however, 85% reported an increase in expenses due to:

- reopening programs closed due to COVID
- increased salaries, for strengthened morale and retention
- decreased expenses were primarily due to continued staff vacancies.

55% reported a projected budget shortfall.

61% reported 3-4 months or less of cash reserves available for emergency operating. While few organizations reported drawing on reserves in FY21 (10%), many more expect to do so for FY22 (40%).

"We need to prioritize building a robust cash reserve to respond to emergencies without having to use our endowment or rely on a government bailout."

48% reported cash flow as stressful or challenging.

A broad range of organization sizes and types were surveyed February-April 2022

A COMPLICATED FUNDRAISING CLIMATE

- 84% relied on one-time gifts/campaigns & government supports for FY21, which they don't expect to repeat in this FY.
- Regular fundraising events were more difficult, canceled, and/or not as successful.
- There are additional urgent competing causes, especially the war in Ukraine.
- Several also reported less internal capacity to fundraise due to staffing shortages and competing operational priorities.

"During 2020, at a time when we were in dire need, we were able to secure a number of major multi-year gifts to be paid out over 2020 and 2021. Now that those gifts have been paid in full, we are finding it much harder to raise major gifts like that while we're not in a climate of crisis."

LARGEST FINANCIAL WORRY FOR FY23: INCREASING COST OF EMPLOYEES

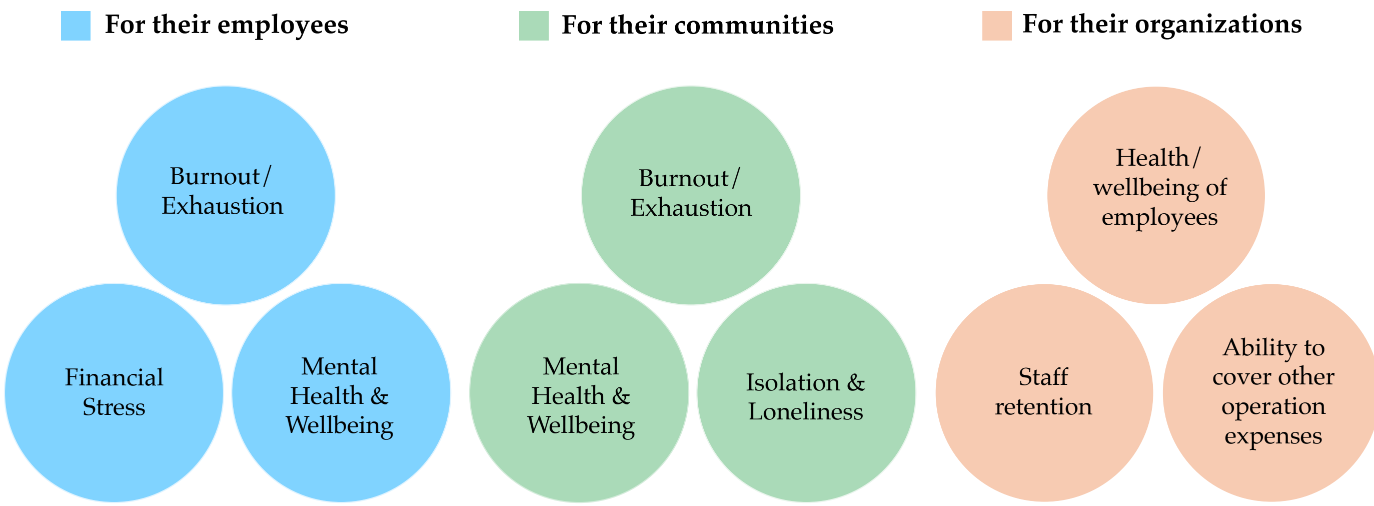
"The Great Resignation" has affected **44% of our organizations**, but more so human service organizations (80%) and engagement start-ups (71%).

69% reported that they have had difficulty recruiting in the past year. Nearly all reported there are fewer applicants overall, fewer qualified applicants, and those who do apply are demanding higher salaries due to the completive job market and increased cost of living in the Bay Area.

50% reported employee benefits changing since March 2020, including the most common:

- increased amount of paid leave
- increased health insurance coverage
- increased schedule flexibility
- added mental health benefits

MOST PRESSING CHALLENGES



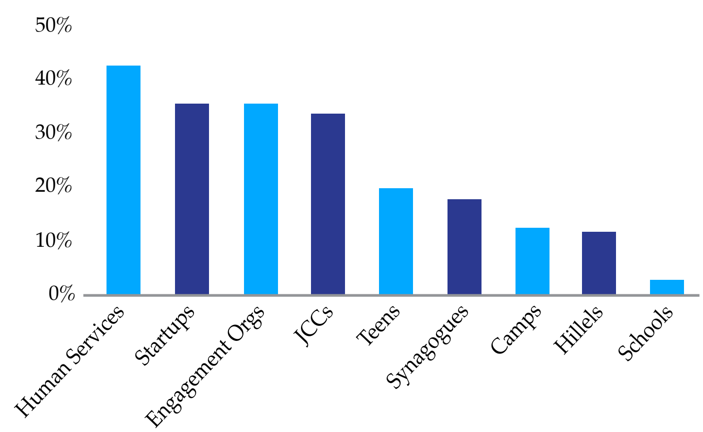
THE RETURN OF PROGRAMS AND SERVICES

Organizations estimate an average **60%** of programs and services are "back to normal," with schools at highest percentages (90%).

Most identified need for new or increased services:

1. **Mental Health**
2. **Virtual services and technology training, so more can participate remotely**

An average of **25%** of core programs are permanently changed, but it varies widely by sector.



BIGGEST LESSONS LEARNED BY ORGANIZATIONS DURING COVID-19

1. Flexibility, innovation, and ability to pivot
2. Preparing for unexpected change/crisis
3. Importance of in-person interactions for the community

"Be prepared for perpetual changes/pivots."

FEDERATION RESPONSE: TWO MULTI-YEAR INITIATIVES

Organizational Renewal Initiative: Fostering sector-specific collaboration and innovation.

Mental Health & Wellness Initiative: Meeting the continuing exacerbated needs of the community, including of our professional workforce. Broadening training and awareness programs, leveraging our engagement organizations to meet people where they are, and fostering connection.