



# BRIDGING OUR PAST WITH THE FUTURE





## MESSAGE FROM LEADERSHIP

"Bridging Our Past with the Future" is a fitting theme for an organization celebrating a distinguished, 117-year record of serving community. At the same time, a dedicated Board of Directors and professional staff are continually challenged to address mission, demonstrate our core values, and to set a standard of excellence for years to come.

We continue to create a more dynamic environment for ideas, impact and meaning, while affirming our ongoing commitment to provide a multitude of experiences to individuals and families for personal meaning and growth. We have intensified our commitment to taking care of those who need our help the most—individuals in need of financial assistance, vulnerable older adults, people with special needs, and teens at risk.

To keep us on task with our goal of achieving even greater community impact, we have been guided by a strategic plan encompassing three major platforms:

*Fill to Capacity* is built around maximizing the number of individuals participating in JCC activities as a provider of choice, with high levels of customer satisfaction, who experience our mission and core values in action.

*Engage Our People* centers on developing an energized and connected professional and lay leadership to put our vision and goals into practice every day.

*Sustain Our Impact* focuses on ensuring financial health so that we can address and expand our mission with confidence for both the short and long term.

These initiatives have benefited from three years of participation in a national JCC Benchmarking for Excellence program that includes valuable survey feedback from thousands of members and service participants. We have developed metrics to evaluate these results annually, have utilized client feedback in setting priorities, and will be examining longer-term objectives over the coming year.

As we take our next steps in the journey, we thank you for your commitment, participation and support in ensuring that our future is as exciting and dynamic as our past.

*Jeffrey B. Markel, Chair of the Board*

*Brian Schreiber, President and CEO*

## EARLY CHILDHOOD

- The Squirrel Hill and South Hills Early Childhood Development Centers are serving a record number of almost 350 children, receiving recognition for quality with Prestigious PA Keystone STAR designations and accreditation by the National Association for the Education of Young Children.
- The Squirrel Hill site completed the first year of the Jewish Early Childhood Excellence Initiative with support from the Jewish Federation of Greater Pittsburgh, Agency for Jewish Learning and an anonymous donor. The program also began an enhanced literacy initiative to further the development of at-risk children for elementary school readiness.
- Kelly Gable-LaBelle, Early Childhood Services Director, was awarded a prestigious Award of Excellence through the Pennsylvania Child Care Association.
- JCC-South Hills and Beth El Congregation of South Hills began an innovative collaboration effort that included teacher training and Jewish curriculum building.
- The Intergenerational Play Project, a partnership between Weinberg Terrace and the JCC, brought young children and seniors together to foster learning and socialization.
- My Baby and Me served as a family enrichment program and gateway to the JCC for more than 200 families, the majority of whom are newcomers to the Pittsburgh area.











## CHILDREN AND YOUTH

- More than 3,200 children and teens participated in youth and adolescent activities at the JCC including sports, dance, musicals, learning lifelong healthy fitness and wellness behaviors, volunteering and community activities.
- Nearly 250 children and teens took part in after-school and school days off programs that provide educational and social engagement geared for working families.
- The JCC participated in the Summer Food Service Program for the fourth summer, serving hot, kosher lunches to 518 youth ages 18 years and under at the Squirrel Hill and Monroeville locations.
- The JCC served nearly 100 children and adults with special needs through the Early Childhood Development Centers, Clubhouse after-school care, Teen Center program for adolescents, and related programs.





## SUMMER CAMPS

- JCC Camps provided more than 2,000 children and adolescents in day and resident camps with learning and life experiences that foster growth, socialization and the development of independence.
- Since the program began in 2006, more than 264 Counselors-in-Training at Emma Kaufmann Camp participated in leadership development in Israel that includes a week of team building and home hospitality with adolescents from our community's Partnership 2Gether region of Karmiel/Misgav.
- South Hills Day Camps created an activity of community service through the cultivation of a community garden on site with its produce ultimately distributed to local food banks.
- JCC camps provided important summer employment opportunities for more than 300 teens and young adults, who served as junior counselors, senior counselors, specialists and unit heads.
- More than 100 children with physical and developmental disabilities participated in JCC camping programs over the past summer.













## ADULTS AND SENIORS

- Enhanced outreach services including transportation, congregate meals and health and wellness services, were provided to senior adults from the former Soviet Union who live in West Homestead by the JCC's AgeWell's Independent Adult Services Department with a grant from the Buncher Family Foundation.
- Every day, more than 115 adults and seniors enjoyed each other's company and a nourishing meal in the JCC's J Cafe kosher lunch program, funded in part by Allegheny County, Department of Human Services, Area Agency on Aging.
- Enrollment in SilverSneakers®, a health, wellness and exercise fitness program for older adults, rose to 4,587, a 9% increase from the previous year.
- AgeWell Pittsburgh, a regional collaboration that provides critical support for an estimated 10,000 older adults in the region, is utilizing comprehensive "evidence based" practices to advance its model of enabling older adults to live healthier and more independent lives.
- With a grant from The Pittsburgh Foundation, AgeWell Pittsburgh collaborated with the Squirrel Hill Health Center to utilize AgeWell Pittsburgh's Protective Factor Screening Instrument© to screen clients for risk of nursing home admissions









## GUF BARI V'SHALEM— HEALTHY AND WHOLE BODY

- Close to 12,000 members of every age and ability use the JCC's comprehensive fitness and wellness facilities, living the value conveyed in the message integrated into the Centerfit Wall: Guf Bari V'Shalem—Healthy and Whole Body, reflecting on the JCC's mission that the health of the soul cannot be achieved without taking care of the body.
- The JCC broadened adaptive choices and attracted extreme fitness buffs with the opening of the "Garage" in Squirrel Hill and "Loft" in the South Hills, venues for new types of intense workouts, and the addition of two dozen new pieces of state-of-the-art cardio fitness equipment.
- Close to 600 people each week participate in JCC group exercise classes, which include yoga, Pilates, cardio and strength classes and complement individual workouts and personal training offerings.
- The JCC was recognized as a winner of the Pittsburgh Business Times Healthiest Employers of Western PA award.



## COMMUNITY, ARTS AND EVENTS

- More than 10,000 viewers and outreach programming participants visited American Jewish Museum exhibits including *Super Silly! Superman Creators' Funnyman Fights Crime with Shtick*, which received prominent recognition with a grant from the National Endowment for the Arts; *Besa: Albanian Muslims Who Saved Jews During the Holocaust*; *One Foot in America: The Jewish Emigrants of the Red Star Line and Eugene Van Mieghem*; *Samantha Zucker: The Fearbox Project*; *Fabric of Life: Wall Hangings* and *Isaac Bashevis Singer and His Artists*.
- Close to 500 individuals studied into the night in the fourth Tikkun Leil Shavuot, the JCC-hosted communal, multi-denominational learning event in partnership with the Agency for Jewish Learning and the Jewish Federation of Greater Pittsburgh.
- The JCC South Hills collaborated with all three South Hills congregations to host a Chanukah celebration, gathering more than 150 individuals for singing, candle lighting and holiday activities.
- More than 2,500 people attended performances of middle school, senior high school and Performing Arts Camp musicals in which approximately 130 youth participated.











## LISTENING TO OUR CONSTITUENTS

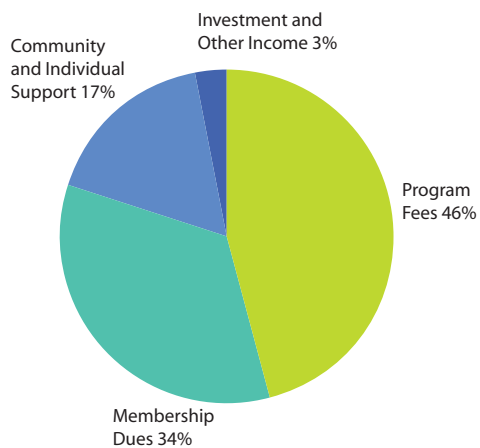
- Improvements in the JCC's customer engagement culture were supported by the creation of a new Customer Loyalty Task Force, with important input from 1,535 participants in the 2011 JCC Association Benchmarking survey. The feedback provided direction for improvements to customer service that will make a quantifiable difference in both program participation and experience.
- Committed to enhancing communications with members, the JCC stepped up use of its Facebook pages as platforms for sharing information and is fostering new conversations via Twitter. Additional interactivity is being built through the JCC's YouTube channel, which last year generated more than 38,000 channel views of more than 40 JCC-produced videos. The JCC also is making ongoing upgrades to its website, JCCPGH.org, to improve ease of navigation and program registration.

## FACILITIES ENHANCEMENTS

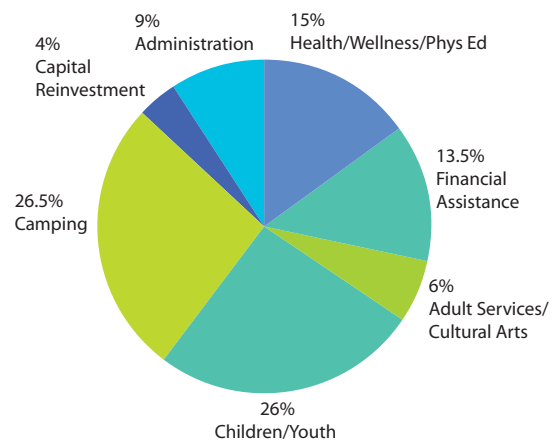
- With program fees covering only a portion of operations costs, targeted capital projects funding has enabled the JCC to spend nearly \$13 million over the past decade modernizing physical plant and updating infrastructure—the backbone of the JCC that enables us to fulfill our mission and better serve the community.
- In Squirrel Hill, the remodeling of rest rooms in the Irene Kaufmann Building marked the first phase of improvements to the main floor of the 25-year-old building. The JCC is actively raising funds for an anticipated renovation of the Early Childhood Wing as well. In the South Hills, the JCC plans to renovate locker room areas and a multi-year facility improvement effort continues at Emma Kaufmann Camp.



## FISCAL YEAR 2011 FINANCIALS (AUDITED)



REVENUES



EXPENSES



## OUR MOST PRESSING NEEDS

- Meeting the needs of the community outstrips our available resources each and every year. To meet today's most pressing needs and to serve the most vulnerable, a strong Annual Fund helps us to assist people of all ages and backgrounds who need us the most. The majority of dollars raised for the JCC Annual Fund support a generous scholarship program for those who cannot pay the full cost of membership dues and program fees for preschool, after-school care, health and wellness, and camps. This direct need has more than doubled in recent years.
- Our infrastructure —the backbone of the JCC—enables us to fulfill our mission. We plan facility development in a dynamic process that is based on community priorities and future needs. Our projected requirements for the next five years total nearly \$10 million. These needs cannot be met within the JCC's operating budget and call for generous support to ensure that the JCC has modern, efficient and attractive facilities to match an ongoing commitment to high quality service delivery.

## ENSURING OUR LEGACY

- To ensure that the JCC can continue to address the ongoing needs of a rapidly changing Jewish community, we must endow programs and services to ensure that our future is as vibrant as our past.
- The JCC recently created a new society, the Y-IKC Legacy Circle, to provide ongoing appreciation and acknowledgement of people who have named the JCC as a beneficiary within their estate plan.

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\*\*Term ends August 31, 2012

## VISION AND MISSION

To advance our vision of an exemplary, thriving, engaged community rooted in Jewish values, the JCC of Greater Pittsburgh's mission is to enrich our community by creating an environment that strengthens the physical, intellectual and spiritual well being of individuals and families.

## CORE VALUES

- The JCC provides a gateway to experience the richness of Jewish tradition and community.
- The JCC is a place where Jews are welcome no matter where or whether they worship, whatever their age or life style. We see value and potential in people associating with each other in a warm, supportive environment.
- We foster meaningful connections to the land and people of Israel and the Jewish community worldwide. We promote active collaborations to build lasting Jewish commitment and memories.
- Following the tradition of Abraham, we welcome individuals of all backgrounds, embracing their uniqueness and diversity under our communal tent.
- We maximize accessibility of services for people of all means and abilities.



Beneficiary Agency of  
Jewish Federation  
OF GREATER PITTSBURGH



The JCC could never fully do its work without the support of the Jewish Federation of Greater Pittsburgh, the United Way of Allegheny County and the Jewish Healthcare Foundation.

Membership at the JCC is open to everyone regardless of race, religion, national origin or special need.