



ORGANIZATIONAL NEEDS ASSESSMENT STUDY

Jewish Federation of Greater Atlanta

Demographic Perspectives
September 2020

STUDY TEAM

Federation

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EXECUTIVE SUMMARY

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105

Jewish Organizations affiliated with Federation surveyed in August 2020

63%

response rate
(66 respondents)

Survey focused on impact of COVID-19 on organizational workforce, financial issues and challenges and, impact on services and programs

By the Numbers:

- **96%** incurred specific COVID-19 related expenses
- **71%** received PPP funds
- **23%** received non-governmental philanthropic funds
- **44%** anticipate additional short-term tech costs
- **70%** indicate a need for short-term consultation/advisory assistance
- **65%** are in discussions or have already closed programs.
- **17%** are considering relocation, reduced office space, or building closure

EXECUTIVE SUMMARY, CONTINUED

20%

had layoffs

12%

had furloughs

9%

anticipate additional
staff cuts

26%

feel they do not have
adequate staffing
(preschools note 44%)

Estimated Financial Impact:

- **54%** estimate that they will end FY20 with a deficit due to COVID
- **65%** expect $\frac{1}{4}$ or more of membership households to request a cost reduction in tuition or fees
- **22%** can only operate for 6 months with existing revenue streams and cash flow (including debt) and without changes in models, services or programs
 - **35%** can operate for up to 1 year
- **Over half of preschools** can only operate for up to 6 months, and **over half of synagogues** for up to 1 year



RESPONDENT PROFILE

SURVEY RESPONSE RATES

63%

66 out of 105 organizations

Overall, the survey had a robust organizational response rate of 63%

Response rate differed by sector, ranging from about 50% of preschools and synagogues, to 100% of Human Service organizations

Percent of Each Sector That Responded

		Percent Responded	Count
Sector	Human Services	100%	7
	Synagogue	54%	20
	Community Programming	63%	12
	Preschool	50%	9
	Other	75%	18
OVERALL		63%	66

RESPONDENT PROFILE

BY SECTOR

- The 20 synagogue respondents comprise the largest portion of the respondent population (30%)
- The 12 community programming organizations comprise 18% of the respondent population
 - 'Community Programming' includes organizations with multiple program types like the MJCCA, regional organizations with local offices, and other uncategorized organizations
- The 9 preschools comprise 14% of the respondent population
 - Synagogues with pre-schools were asked to respond separately for the pre-school though synagogue budget may also include the pre-school in its overall calculation.
- The 'Other' sector includes Education, Young Adult, Teen, Camp, Arts, Global
- Day schools were not surveyed at this time

Respondent Profile, by Sector

		Percent	Count
Sector	Human Services	11%	7
	Synagogue	30%	20
	Community Programming	18%	12
	Preschool	14%	9
	Other	27%	18
OVERALL		100%	66

RESPONDENT PROFILE

BY FUNDING RELATIONSHIP TO FEDERATION

- An organization’s funding relationship with Federation is termed “Organization Type” throughout the report
- 5 core partners comprise 8% of the respondent population
- 17 received both grant and allocation funding (26%), and 6 received only grant funding (9%)
- ‘Other’ includes organizations that did not receive funding from Federation in FY20

Respondent Profile, by Organization Type

		Percent	Count
Organization Type	Core Partner	8%	5
	Allocation & Grant Funded	26%	17
	Grant Funded	9%	6
	Other	58%	38
OVERALL		100%	66

Note: Will not add to 100% due to rounding.



WORKFORCE

WORKFORCE

Size of Workforce

- 64% have under 10 employees
 - Another 20% (total 84%) have under 25 employees

Layoffs/Furloughs

- 80% of all respondents have instituted no *layoffs*
 - Of those that had layoffs, most were fewer than 5 persons
- 88% have had no furloughs since March 2020
 - Of those with furloughs, most were fewer than 10 persons
- Synagogues and preschools were likely to have both *layoffs* and *furloughs*

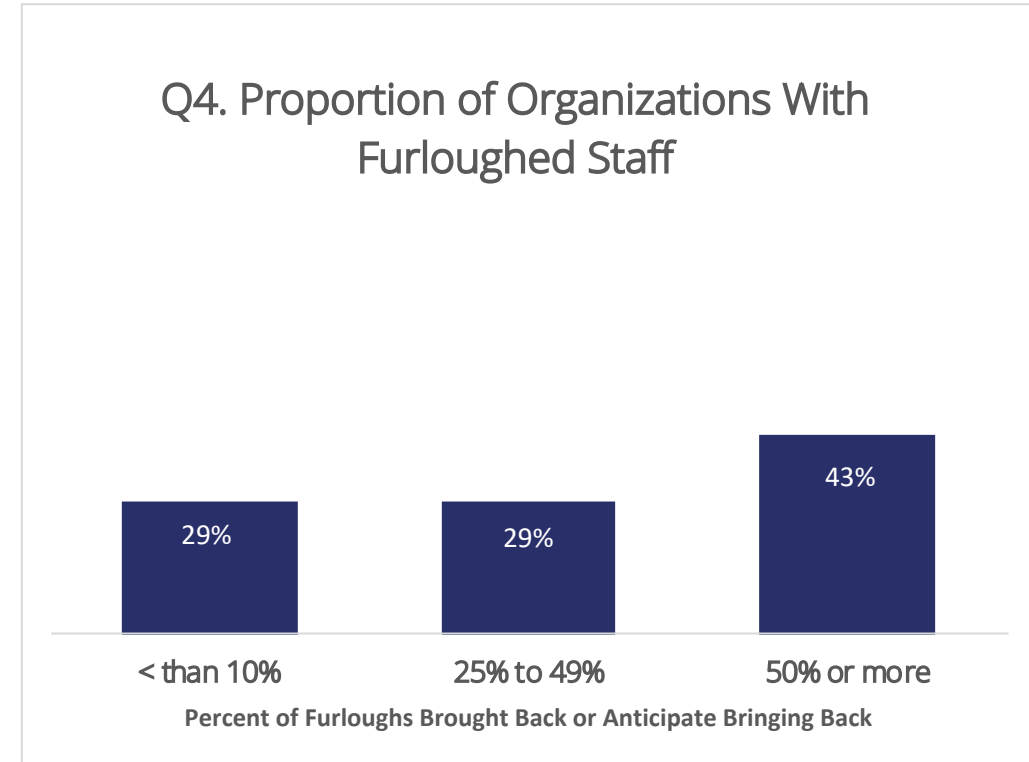
Q1. Current Workforce, by Type of Organization

		Overall	Count	Core	Alloc. & Grant Funded	Grant Funded	Other
Current	1 to 4	36%	23	0%	0%	59%	36%
Workforce	5 to 9	28%	18	0%	83%	12%	31%
	10 to 24	20%	13	40%	17%	12%	22%
	25 to 49	6%	4	0%	0%	12%	6%
	50 +	9%	6	60%	0%	6%	6%
OVERALL		100%	66	100%	100%	100%	100%

Note: Will not add to 100% due to rounding.

CHANGES IN STAFFING

- Of the small group of organizations which furloughed staff (12%), 43% will bring back half or more of the staff
- 9% anticipate additional staff cuts
- 50% added new staff since March 2020, primarily professionals in preschools and human service organizations



Note: Will not add to 100% due to rounding.

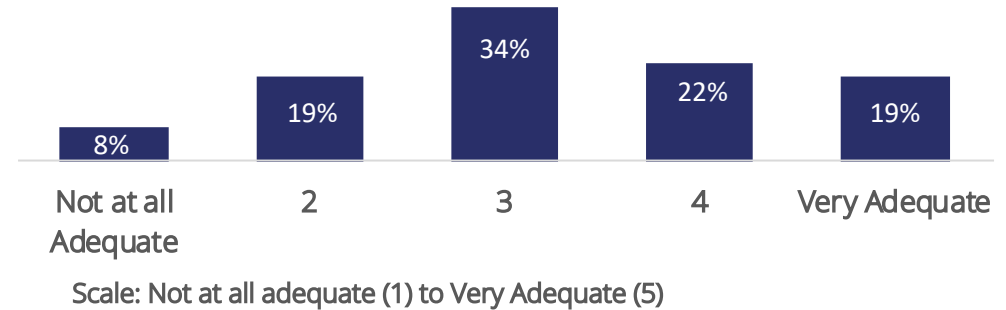
ADEQUATE STAFFING

- Most organizations feel their staffing level is adequate or better (75%)
 - Synagogues (90%) and human services organizations (86%) are *more* likely
 - Community programming organizations are *less* likely (60%)
- However, 50% have recently added staff, which may or may not have been related to COVID-19

"To maintain all of the CDC recommended guidelines for COVID, our strategy has been to overstaff the school so that if teachers have to be out we don't have to call on subs. Additionally, it takes extra people to do all of the things that we need to do to keep our community safe."

"Our counseling services are at capacity (or even a bit beyond), and we are having to put people on a waiting list or add to clinical caseloads in situations where the clinician is already at or over capacity in order to meet the need."

Q7. Adequacy of Level of Staffing



Note: Will not add to 100% due to rounding.

WORKFORCE

COMMENTS

"On April 1, 2020, [we] were forced to enact mass furloughs and layoffs among our staff While we have been able to welcome back a portion of [our] staff, approximately 30% of our staff has been laid off or is still on furlough."

"One of our people is doing 2 jobs. Because of COVID, a tremendous amount of new work projects have been placed in the hands of fewer people—planning for different scenarios, educating ourselves about creating safe spaces, etc."

"We've hired new teachers and need to provide additional support for training and the ability for schedules to work for staff to remain in their pod and not mix groups. We've hired new maintenance and custodial work to manage the extra load due to COVID-19."

"We have added a Loan Processor. We are adding a contract consultant to help with marketing/ communications to help us reach max borrowers in need."



SERVICES AND PROGRAMS

MAINTAINING SERVICES AND PROGRAMS

- 65% of all organizations have either *closed or are in discussions* about service and program closures
 - Core partners were more likely to have cut or closed services or programs (60%)
 - Grant-funded organizations were less likely (35%) to cut or close services or programs
- 35% of all organizations have maintained their services or programs, with no closures

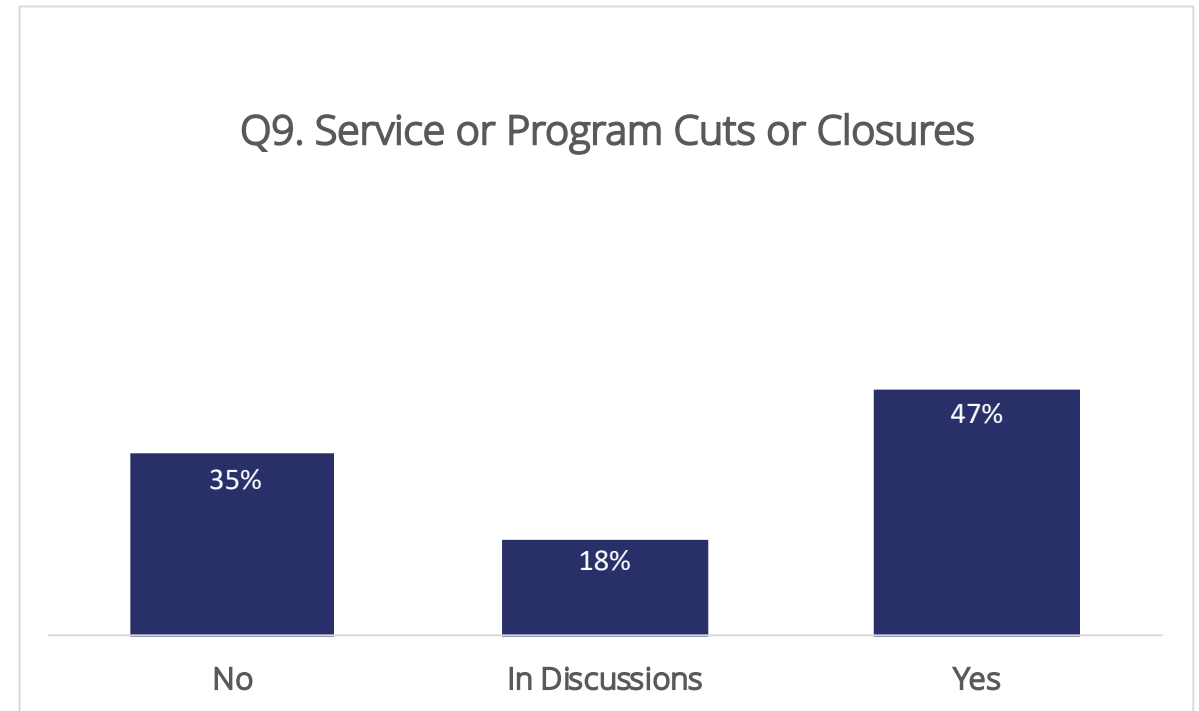
"We have temporarily closed our after-school program and schools-out camp program, as public schools are not open in person."

"We have cancelled all of our in-person outreach programming."

"We stopped all our parent programing and family engagement programing indefinitely due to COVID-19."

"We are unable to host our community support program for AA, Al-Anon and PLAG."

"We ended all our in person adult education classes, teen events, and women's programming."



NEW SERVICE AND PROGRAM OPPORTUNITIES

- Virtual educational classes and webinars, social programming, and religious services
- Grocery Delivery for low-income Atlantans
- Club J Your Way (for children with working parents)
- Summer Days at the J (to replace day camp)
- ITC@Home and ITC Experience socially-distanced outdoor summer camp
- JHL Medical services
- Mental health awareness initiatives for students
- Musical playlist “Uplifting Classics by Jewish Composers”
- Volunteer Smile Bag initiative to deliver resources to community
- Jewish Queer Artist showcase
- Racial justice work

Note: Q10, Q24.

NEW SERVICES OR PROGRAMS

COMMENTS

"Our online presence has increased significantly reaching new audiences. We are developing new content for online classes and webinars."

"We are working on expanding JHL Medical services to external communities (ex. Independent Living and Assisted Living) to help provide medical services for those who cannot access them."

"We have launched several new virtual programs for couples around Passover, high holidays, wedding challenges during COVID. We have also launched several professional development webinars and we are developing an eLearning platform for asynchronous learning."

"While we have always offered Emergency Financial Assistance, we have expanded that program into more general Emergency Assistance and added formal in-depth case management services in addition to the distribution of funds to people in need. "

"We are engaged in a variety of advocacy projects as it relates to the more vulnerable populations (food resources, PPE in prisons, affordable housing, eviction moratoriums, digital divide concerns) as well as civic engagement around voting protection in the fall."



NEW COLLABORATIONS

NEW COLLABORATIONS

COMMENTS

"Center for Civil and Human Rights; NCJW; Individual visual artists; Southern Jewish Historical Society; South Carolina Jewish Historical Society; Savannah Jewish Federation; Georgia State University; First Congregational Church; Repair the World; AgeWell and others."

"...We've leaned into professional networks like the Atlanta Education Directors Council and forged new partnerships like ones with: -AgeWell Atlanta to acquire PPE at cost -Jewish Home Life to test all of our team for COVID-19 before opening -Congregation Shearith Israel collaborating on COVID-19 procedures, HVAC requirements, contact tracing issues and more— to house a Jewish Full Day program. -Temple Sinai collaborating on COVID-19 procedures, HVAC requirements, contact tracing issues and more— to house a Jewish Full Day program. Also, we've secured first-time grants from the Jewish Women's Fund and the Zalik Foundation in support of scholarships for single Jewish mothers who cannot otherwise afford the unexpected expense of childcare during the pandemic."

"We are partnering with In the City Camps, JumpSpark, Jewish Kids Group, and Hillels of Georgia. We are also partnering with Second Helpings Atlanta, Repair the World, SWEEAC, the Global Village Project, and Project Open Hand, and discussions are underway with Latino Community Fund. We have expanded our partnership with the Synagogues as a result of the new JFGA grant. We partnered with The Epstein School and purchased hot meals for our Aviv clients. We have expanded our partnership with JHL and Jewish Interest Free Loan of Atlanta. Through our Career Services we are partnering with the Tzedakah project, a mentoring program for whom we provide soft skills training workshops such as LinkedIn, Resume writing, and Job Search Strategy for people they are helping with job placement."

"Collaboration between synagogues has never been stronger."

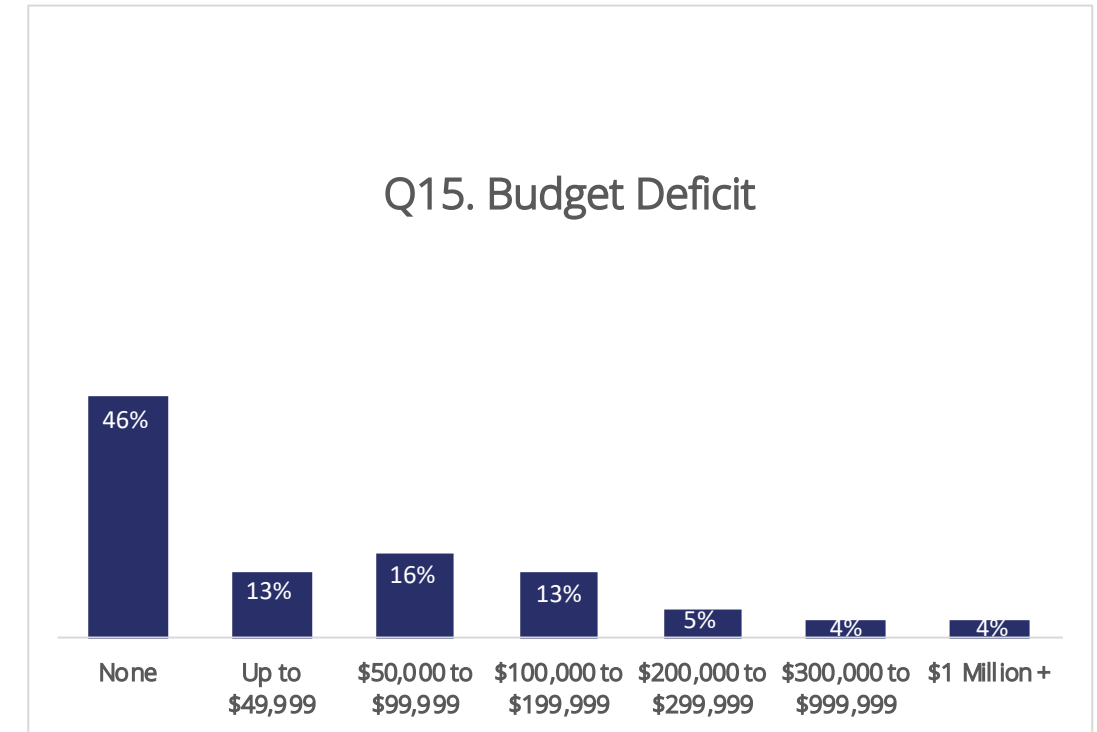
"We have national reach and we have provided virtual programs for some groups with which we hadn't previously had contact."



FINANCIAL IMPACT OF COVID-19

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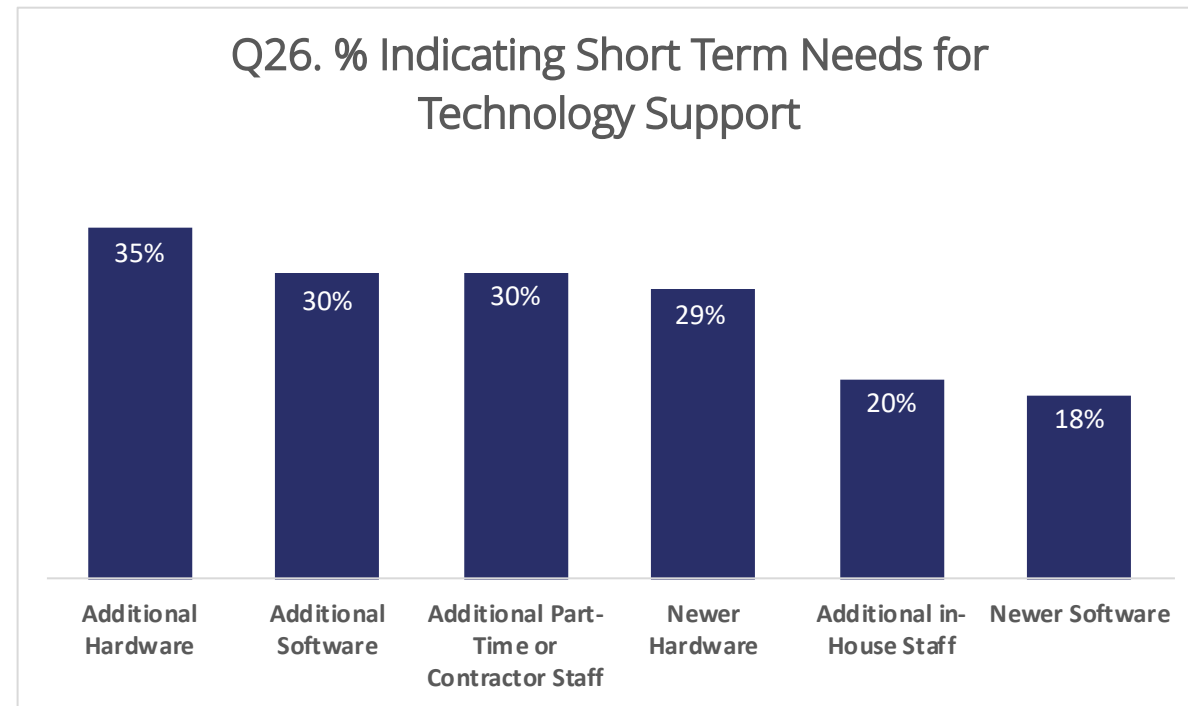
- 54% of respondent organizations had or anticipated a budget deficit in 2020 specifically related to COVID-19
 - For those organizations with a budget deficit related to COVID-19, half had a deficit under \$100,000
- Synagogues are most likely to have or anticipate a deficit (70%)
 - More than half of these synagogues had a deficit between \$50,000 and \$199,000
- 30% of community programming and human service organizations had a budget deficit related to COVID-19



Note: Will not add to 100% due to rounding.

COVID-19 RELATED EXPENSES

- PPE, technology, and cleaning are the major COVID-19 related expenses for all organizations
 - 23% spent \$100,000 or more
- 44% of all organizations anticipate short-term technology costs
 - 76% under \$25,000
- 70% of all organizations anticipate short-term needs for information, consultation, or expertise
 - The top needs were fundraising (35%), employee wellness/staff morale (30%), and strategic communications (26%)



ADDITIONAL COVID-19 EXPENSES

COMMENTS

"Contractors to cover for empty staff positions."

"Inservice training for staff re: Mental Health, COVID 19."

"Increase staffing needs, additional consulting needed due to pandemic related concerns, financial consulting, programing redesign, insurance changes and added expenses due to the pandemic, training, etc."

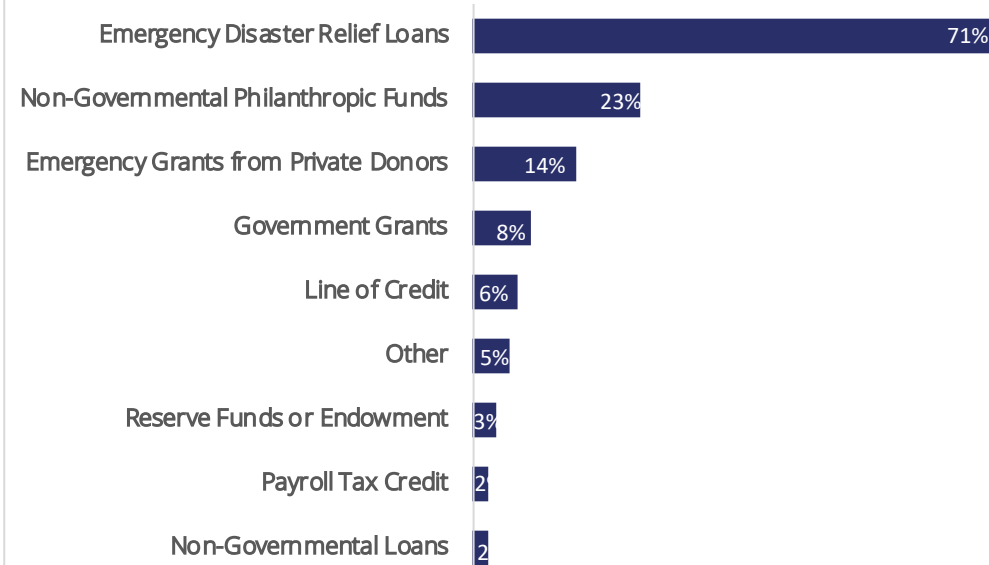
Q20. COVID-19 Expenses, by Sector

	Overall	Count	Human Services	Synagogue	Community Programming	Preschool	Other
Cleaning	56%	37	43%	75%	9%	78%	58%
PPE	67%	44	57%	90%	27%	78%	63%
Physical Plant	44%	29	29%	70%	9%	56%	37%
Rental/Space	26%	17	43%	5%	27%	22%	42%
Technology	74%	49	86%	80%	55%	67%	79%

EMERGENCY MONIES RECEIVED DUE TO COVID-19

- 71% of all organizations received PPP funding
 - 43% received less than \$100,000
- 86% of human service organizations and 95% of synagogues received PPP funding
 - 40% received \$200,000 or more
- 23% of all organizations received non-governmental philanthropic funds
 - 43% of human service organizations received \$50,000 or more

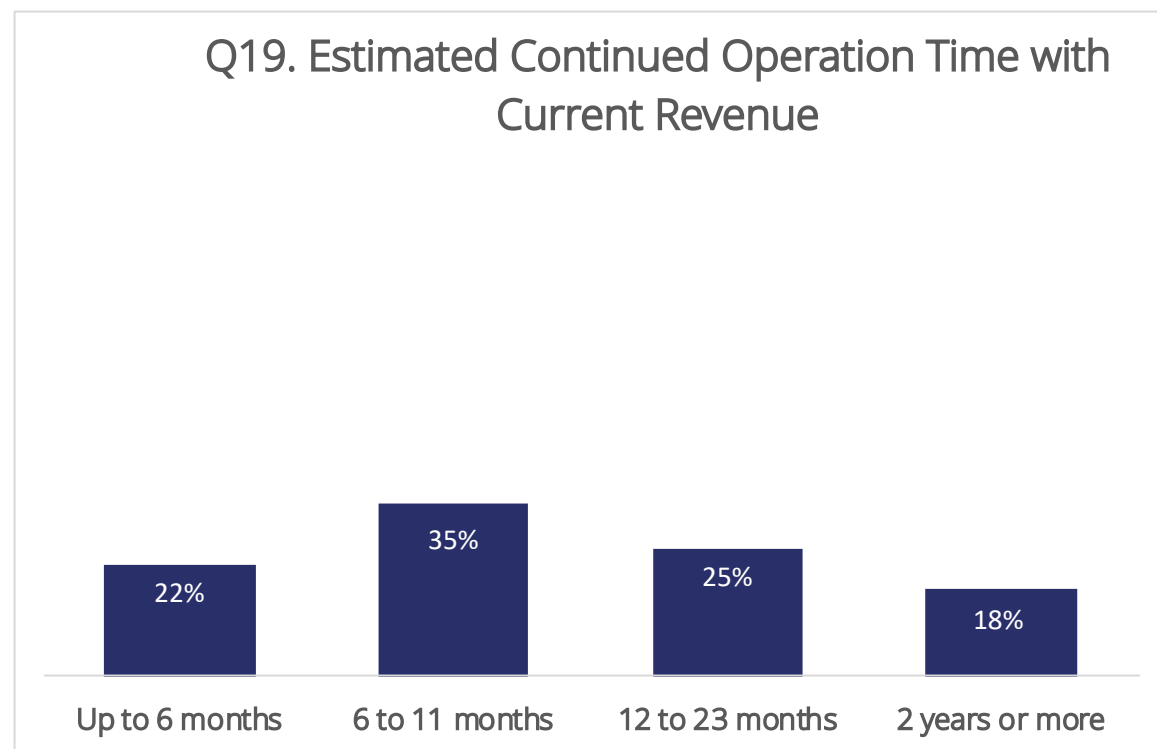
Q18. Organizations by Emergency Monies Received



ABILITY TO OPERATE GOING FORWARD

Respondents were asked to estimate the amount of time their organization could continue operations without changes in models, services, or programs, with existing revenue streams and cash flow, including debt.

- 22% of all organizations can only expect to operate for up to 6 months
 - 35% for up to a year
- 53% of synagogues and 71% of preschools can only operate for up to a year



ABILITY TO OPERATE GOING FORWARD

CONTINUED

- More than 2/3 of human service and community programming organizations estimate their ability to operate for longer periods (1 year to 2+ years)
- Proportion of organizations that have ability to operate only up to 12 months varies by organizational workforce size:
 - Under 10 employees: 58% can operate up to 12 months
 - 10 to 49 employees: 73% up to 12 months
 - 50+ employees: 17% up to 12 months
- Only 15% of organizations with under 10 employees can continue operations 2 years or more

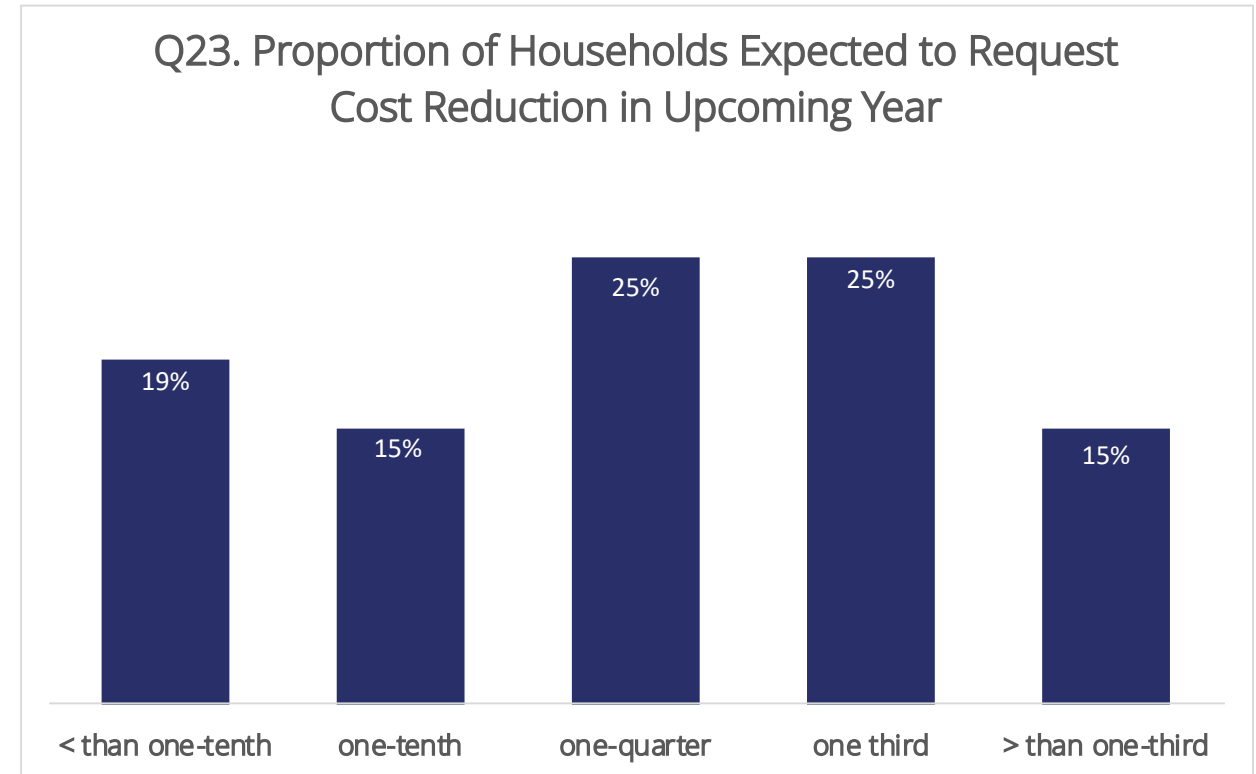
"We are going to try and keep our doors open and plan for a future that is aligned with our former goals. We may be expanding and we may find ourselves reducing more drastically than anticipated in order to rebuild."

"Religious School participation is declining. Virtual classes are not helping in getting parents' commitment to the program. Discussing alternatives to avoid ending religious school"

"Our business model of connecting people to each other (camps, fitness, cultural arts, preschool, etc.) is not sustainable long term with distancing/staffing/cleaning requirements. We expect that program and membership fees will continue to decline while pandemic related expenses will continue to increase."

REVENUE REDUCTION FROM MEMBERSHIP

- 65% of all organizations expect one-quarter or more of their membership households to request cost reductions in tuitions or fees
- By sector, preschools expect to see the most significant number of requests
 - 86% expect requests from one-third or more of households





PRESCHOOLS

PRESCHOOL ENVIRONMENT

- 56% of preschools cut or closed programs or services
 - 44% had enrollment that declined considerably or somewhat compared to the previous year
- 56% received PPP funding
- 50% had COVID-related expenses between \$100,000 and \$500,000
- 57% can only expect to operate for up to 6 months
- 86% expect a third or more of their membership households to request cost reductions in tuition or fees

"I have found that we have had to raise our salary level significantly while also reducing our class sizes and overstaffing each classroom in order to make it work."

PRESCHOOL CHALLENGES

- Some preschools had increasing enrollment and therefore had difficulty finding staff and were worried about the mental health of staff
- 56% anticipate short-term needs for information, consultation or expertise, particularly in wellness and staff morale, strategic communication and health and safety.

"We are staffed minimally and as we try to add to our enrollment this will become tricky."

"Our preschool had to shut down mid March and our camp did not open for fiscal year 19-20. Last year the preschool accounted for 25K of the [synagogue's] 51K deficit. This year the preschool continues to operate at below anticipated enrollment due to COVID restrictions. We also have lower enrollment in our religious school and additional requests for financial assistance with membership dues."



MAJOR CHALLENGES

MAJOR CHALLENGES

Top Challenges for all organizations include:

- **fundraising**
- **delivery of services**
- **changing enrollment (some increasing, some decreasing)**





NEW POPULATIONS

NEW POPULATIONS BEING SERVED

- Single parents
- Essential workers
- College age students not previously eligible for existing programs
- Younger demographics
- Elderly / homebound seniors
- Individuals and communities outside of Metro Atlanta
- Parents of individuals with special needs

"Reaching more out-of-towners; homebound seniors; academics; families with children; younger demographics."

"Individuals with COVID. Assisting the Jewish community with access to PPE and testing."

"We have started working with Jewish Moms of Atlanta as a provider of civil discourse moderation training and racial justice work to help their community navigate these difficult times."

"We created Serve the Moment to serve college age students a population we had not previously targeted as eligible for our existing Fellowship."

"We are launching a cancer genetic testing program which will increase the age demographic for our services."



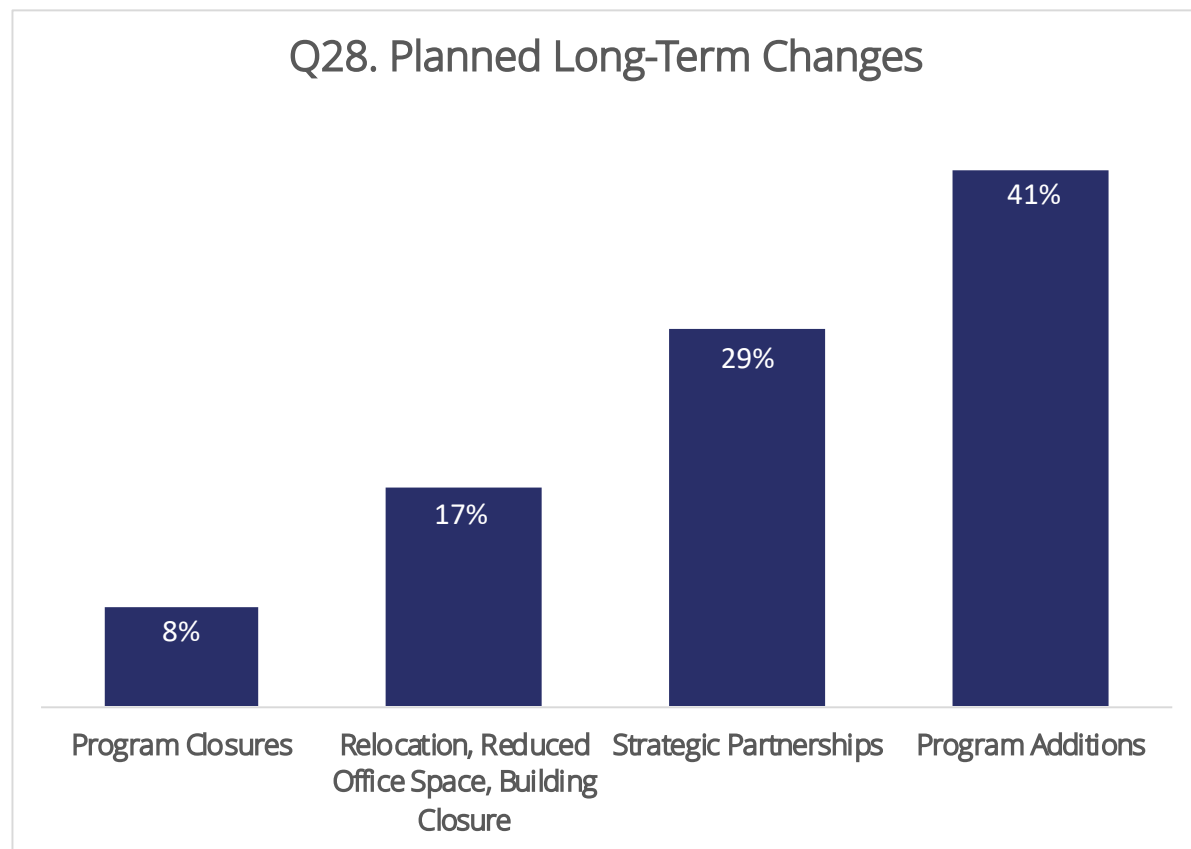
LONG TERM CHANGES

LONG-TERM CHANGES

- More likely to search for program additions:
 - Other organizations*, human services, and synagogues
- More likely to look for strategic partnerships in the future:
 - Other organizations*, and human services organizations

* Other includes Education, Young Adult, Teen, Camp, Arts, Global

Q28. Planned Long-Term Changes



“This pandemic has forced our organization to really think about how to best have impact in our community and to adjust our programming and advocacy accordingly.”

THINKING ABOUT THE NEXT 12 TO 18 MONTHS

COMMENTS

"Need to reinvigorate membership and donors; need to reopen on a limited basis; need to hire development director; need to hire program manager; staff needs more sophisticated equipment than currently own."

"Additional funding to assist with PPE and testing costs, scholarships for residents and clients who cannot afford services, and to help with the drastic reduction in census."

"The main challenge is to maintain a reliable source of funding from existing or new donors to take care and support the families in the ways they need it most during this time of increased social isolation in all areas of their lives."

"As many have learned, having a physical space isn't essential. Because we are a community-oriented organization it feels important to have a physical presence and yet rent is a major expense."

"We are going to try and keep our doors open and plan for a future that is aligned with our former goals. We may be expanding, and we may find ourselves reducing more drastically than anticipated in order to rebuild."



ABOUT US

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