

DRAFT

**JEWISH NATIONAL FUND
10 YEAR PROJECTION OF NEEDS**

\$1 Billion Roadmap for the Next Decade

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I. INTRODUCTION

Introduction

OVERVIEW

“JNF’s \$1 Billion Road Map for the Next Decade”

“Action without vision is only passing time, vision without action is merely day dreaming - but vision with action can change the world.”

-Nelson Mandela

Successful organizations rely on a business map as a visual expression of their vision for the future. While an annual business plan may describe the near-term activities of an organization, it can only succeed within the context of an over-arching, long-term vision.

For the Jewish National Fund – which has enjoyed a remarkable renaissance in the past decade including a 70% growth within our campaign – now is a critical time to step back and chart our road map for the future. We cannot rest on our laurels and instead must look to the challenges and opportunities ahead. We need to deliver bold and transformative solutions that help secure a prosperous future for the land and the people of Israel.

Driven by a deep sense of purpose and responsibility, JNF is undertaking an unprecedented \$1 billion campaign over the next decade. The campaign – which takes us forward through Israel’s 75th jubilee – matches an ambitious financial target with a comprehensive strategic vision. JNF will connect American Jews to the people of Israel as never before and implement unique projects to strengthen Israel for the long-term.

Inspired by our roots as an organization launched by Theodore Herzl, JNF has developed far beyond blue boxes and tree planting. We are an organization of social entrepreneurs utilizing cutting-edge best practices to operate like a 21st Century business – even as we focus on an ancient homeland.

In that spirit, consider JNF’s Road Map for the Future as a portfolio prospectus for investors. JNF is launching a \$1 billion fund to deliver high-value return on investment – measured not as capital gains but rather as social impact on Israeli society and on American Jews connected to Israel. Our ten year investment plan is built upon core values JNF has embedded in its DNA:

- JNF creates tangible results: It is no accident that our icons – the blue box and the tree planted in your name – are physical. You can touch them. On a much larger scale, JNF builds parks, reservoirs, neighborhoods, wells, heritage sites, fire-fighting units, communities, infrastructure, promotes Aliyah, and even runs an American High School in Israel. These tangible products yield deep social impact, touching the lives of millions of people every year.
- JNF dares: We are constantly looking for unusual solutions to challenges, and we are not afraid to take calculated risks to achieve potential delta returns. After all,

Israel itself was once a high-risk start-up in highly competitive landscape. As part of that venture for the past 112 years, JNF has (among many achievements) helped create hundreds of communities, including cities like Tel Aviv, and planted a green belt of 250 million trees on barren land.

- JNF leverages philanthropic investing: We realize philanthropic capital can be invested, not simply disbursed. JNF's Parsons Water Fund, for instance, has sparked important infrastructure projects to drill new wells in the Galilee. With a longer timeframe than most investors, JNF provided vital capital for a major project that might not otherwise have happened. And in addition to unlocking new water sources for Israel, JNF is due to receive a financial return on the investment that can then be re-deployed for other philanthropic projects.
- JNF engages members for life: We come into the lives of many Jews the moment they are born (with a tree planted in their honor) and continue for the duration. From birth to legacy bequest, JNF has a special role to play throughout the life-cycle of our supporters. And while American Jews invest in us, we also invest in them – providing unique opportunities for life-long Israel engagement.
- JNF is *your voice* in Israel: We give American Jews a direct way to make an impact in the homeland of the Jewish people. We don't simply issue statements, but rather back up our words with action on the ground. We don't simply invite you to visit; we give you an opportunity to build with your own hands. And our volunteers – from board members to new members – all have the opportunity to get involved in shaping JNF's projects throughout Israel.

As Israel and the American Jewish community face serious challenges in the decade ahead, we believe the spirit that has sustained JNF for the past 112 years is needed now more than ever. Our road map for the next decade channels JNF's values for ground-breaking (literally, in many cases) new ventures. While the \$1 billion fund will be invested in a range of initiatives, our investments focus on three core areas of expertise:

- Connecting the next generation to Israel;
- Community-building in Israel's periphery: Negev and Galilee;
- Infrastructure for ecology, special needs, and heritage preservation.

The rationale behind this focus is three-fold. First, JNF has proven expertise in each arena, and we intend to build upon existing achievements to make an even greater impact. Second, we believe that JNF has a unique contribution to make in each arena, in part because of our organization's DNA (see above) and because we are uniquely positioned to connect Americans and Israelis to get things done

Finally, and most importantly, each element is vital to Israel's future from a strategic standpoint. A new generation of American Jews must be infused with passion, pride, and responsibility for Israel's future. Israel's population cannot remain concentrated on a vulnerable coastal plain, and a vibrant north and south should be attractive new frontiers

for Israeli families. Israeli society must be equipped with the tools to meet its pressing ecological challenges (e.g., securing fresh water), serve its most vulnerable members (i.e., special needs children), and celebrate its dynamic national heritage – which remains remarkably under-appreciated as Israeli society dashes toward the future.

JNF's \$1 billion Road Map for the Next Decade breaks down as follows:

Connecting the Next Generation to Israel – 25%

- Zionist Education and Advocacy
- Leadership Development
- Positively Israel & International Cooperation

Community Building on Israel's Periphery – 40%

- Housing Development
- Employment Initiatives
- Community Building & Park Recreation Space
- North American Aliyah
- Bedouin Development

Infrastructure for Ecology, Special Needs & Heritage Preservation – 35%

- Water Renewal
- Forestry and Green Innovations
- Research & Development
- Special Needs Services & Inclusive Parks
- Israel National Heritage Trail

Developing a business road map requires JNF to look into the future and envision results, not simply describe process. 10 years from now we look forward to reporting back on important, tangible accomplishments. Here a sneak-peak at that future report:

- Half a million Jews have moved to the Negev and Galilee, attracted by new industries and vibrant neighborhoods with new homes and parks;
- A series of new wells and water projects to double Israel's supply of water;
- 50 patents for new green technologies have emerged from JNF's R&D funding, sparking 20 successful start-ups;
- A cohort of 200 young Bedouin leaders are advancing initiatives to develop their community's infrastructure and capacity to contribute to Israeli society;
- 10,000 Muss High School and Birthright Alumni are actively involved in JNFuture.
- Israel's National Heritage Trail (50 sites) attracts 1 million annual visitors;
- 5 million Americans have engaged with the "Positively Israel" campaign spotlighting Israel's contributions to humanity;
- 1,000 American Jews age 22-30 participate in JNF's leadership development society;
- JNF has 10,000 new donors.

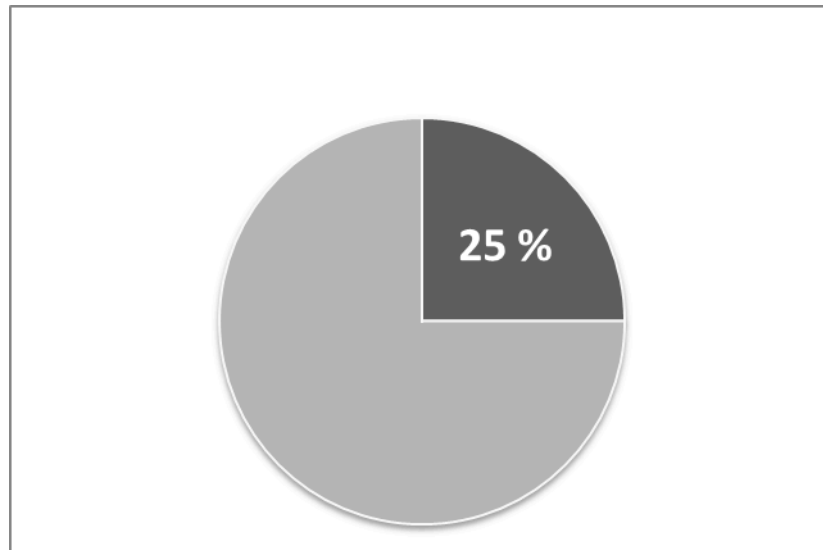
The qualitative social impact of these accomplishments will transcend immediate numeric measurement. The result will be an Israel that is stronger and also an American Jewish community that is stronger, thanks in part to its active engagement with Israel.

When Theodore Herzl wrote his landmark book “The Jewish State,” he used fiction to inspire millions of Jews around the world to take action. Today, our dreams for the future transcend fiction. We have in our hands the power to shape the future in profound ways. And JNF’s track record over the past 112 years – include our renaissance in the past decade – inspires confidence as set out on the newest chapter in JNF’s destiny.

We will raise \$1 billion and – more importantly – we will create transformative change on the ground and in our communities, both in Israel and here in America.

But we cannot succeed without you. As we embark on the most ambitious campaign in JNF’s history, we ask that you join us to be a partner, to help make the land and people of Israel the best it can be. We are, JEWISH NATIONAL FUND, YOUR VOICE IN ISRAEL.

**II. CONNECTING THE NEXT GENERATION
TO ISRAEL
25% INVESTMENT**



\$200 Million Zionist Education and Advocacy Campaign

Our Zionist Education and Advocacy programs place JNF in the forefront of Zionist engagement in the USA and in Israel. Jewish National Fund is deeply committed to strengthening the connection between young Jews worldwide and Israel. Using our unique partnership system, we will create Israel experiences through partnership with other Jewish institutions, trips to Israel, produce top quality Zionist educational materials, and engage and connect people with Israel experiences from childhood to adulthood. With our new Israel Tree platform, The Alexander Muss High School in Israel graduates and alumni network, together with our Birthright and Alternative Spring Breaks program, attendees as part of our robust retention system, we will communicate and connect them to JNF. No other organization reaches and impacts more young people than Jewish National Fund, bringing Israel to all Jews everywhere. Our success is the American Jewish community's future success. Our road map encompasses the lifespan of our engagement starting with early Israel educational experiences throughout their lives.

1. Kindergarten through 7th grade - \$50 million over 10 years

A. My Israel Tree

An interactive digital online experience to connect children to JNF and maintain engagement throughout their Zionist experience journey. My Israel Tree will provide engaging and exciting content to connect and involve children and families in planting a tree in Israel for Tu BiShvat. Participants will take a photo of themselves with a tree of their choice. It will be uploaded to an open architectural software, connecting them to friends, family, classmates, and providing exposure to dynamic digital activities and learning. The project engages participants on the importance of the environment and Israel. The connection to "My Israel Tree Experience" will also provide opportunities to impact "Israel," as well as to illustrate a relationship to their genealogy that can be accessed via their My Israel Tree functionality. This online experience is designed to reach generations on their terms. The objective is to leverage "My Israel Tree" into a lifelong journey with Jewish National Fund and with all of our Zionist Education programs. Features will include educational curricula, pen pal programs, and young entrepreneurial engagement. Enhancements and new functionalities will be tested by gathering metrics/data, analyzing the successful & scalable features, and then implementing the findings using industry leading techniques. My Israel Tree will connect participants to their roots, to individuals, JNF, Israel, and the Jewish community at-large in an enjoyable, digital format.

B. Blue Box Bob

We shall continue bringing Blue Box Bob to schools, both supplementary Jewish Education Schools and Day Schools, camps and community events. We will be producing new Blue Box Bob costumes to distribute, together with curricula including videos and age-appropriate activity

books, and also distribute 200,000 JNF Blue Boxes over the next ten years. Blue Box Bob will also provide little giveaways as well as key codes to unlock special functionality for “My Israel Tree.”

C. Blue Box Bob Shabbat Across America

The act of placing coins in the JNF Blue Box before Shabbat connected millions over 112 years to the land of Israel. This program will bring together preschools and synagogues across the country and remind all of us of this treasured tradition and connecting to the land of Israel. Blue Box Bob Shabbat will be held from November through February.

D. Israel Independence Experience Education Material

Partnering with Historical Sites in Israel, we will highlight and educate young people to the spirit and experience of the history of Israel’s Independence. Digital check-in sites will be established at JNF historical sites that will enable special badges to be posted on “My Israel Tree” as well as tie-in to receive inexpensive, yet meaningful, memorabilia (postcards, magnets, etc.) for being a My Israel Tree member and visiting these historical sites.

E. Blue Box Bob Busmobile

Around the country, the Blue Box Bob Busmobile will be a community-wide engagement tool for collecting filled Blue Boxes and teaching the story of JNF and Israel through child-friendly activities. The Blue Box Bob Busmobile will also deliver ice cream and other goodies, and also have a special digital check-in for “My Israel Tree” members who will receive an extra bonus for “checking in” at the Busmobile.

F. Plant Your Way to Israel™

There is no other program that offers unlimited scholarship dollars for trips to Israel that simultaneously supports Israel in a tangible way. Far too many students are failing to visit Israel because of financial constraints. This program is a JNF savings account to ensure youngsters can go to Israel with their youth movements, day schools, camps, or other programs or on individual family trips of their choice. Plant Your Way (PYW) can be started at any age. PYW helps bring young people to Israel, while supporting JNF’s important afforestation and green initiatives.

G. Camps in Israel

Our goal is to re-develop already existing KKL campsites in Israel so that Jewish children from all over the world and Israel may go and experience, together, this life changing experience. These camps will be at the 5 star level with top programming. This special interaction will help build a strong community of Jews around the world and Israel/Diaspora relationships.

2. Middle and High School Programs - \$50 million over 10 years

A. Alexander Muss High School in Israel (15 – 18 Years of Age)

A critical time for enhancing the connection of youngsters to the land and people of Israel is during the formative high school years. Alexander Muss High School in Israel offers this opportunity and is unique as it also markets to non-Jewish Day School youth. Since its founding in 1972, AMHSI in Israel has hosted and impacted more than 22,000 young people, who have become community leaders and champions for Israel throughout the world. Our partnership will enhance recruitment, provide teacher training on Zionism, utilize the campus as a Conference Center, renovate the original campus to the highest standards, expand its dormitories, add sports facilities, technology centers, and increase the capacity of our second campus in Eshel Hanasi in the Negev and provide more scholarships.

B. B'nai Mitzvah Projects (11-13 Years of Age)

The B'nai Mitzvah moment of a child's life is special both for the family and the child. Jewish National Fund offers unique opportunities and projects to connect B'nai Mitzvah and the spirit of Israel. From planting trees in Israel and utilizing our beautiful legendary tree certificates as invitations, to selecting a fundraising project, a child can learn about Israel and be part of a movement that has passed the test of time and bought us the land of Israel for the Jewish people everywhere. A special section of My Israel Tree will provide B'nai Mitzvah content as well as features that allow friends to give trees or other JNF related gifts for one's Bnai/Bat Mitzvah. Young people going through this important rite of passage will have an opportunity to explore the meaningful mitzvah of tzedakah and create a special relationship with Israel through fundraising and adopting our projects, such as the Sderot Indoor Playground, Fire Scouts, Adopt a Lone Soldier through Nefesh B'Nefesh supporting brave men and women who serve in the IDF without their families, and programs for people with special needs through our other partners.

C. B'nai Mitzvah Wall (11 – 13 Years of Age)

Recognition in Jerusalem allows a young person to bond with a child who perished in the Holocaust as part of his or her B'nai/Bat Mitzvah ceremony. Together, their names will be proudly displayed on the B'nai Mitzvah Wall, allowing them to be part of the development of the land of Israel forever, and sharing this cycle of life passage with someone who never had the opportunity.

D. Caravan for Democracy High School Edition (14 – 18 Years of Age)

Today's high school students need to know the facts about Israel's history, its benefits to the world, and recognize the freedom of religion, women's rights, human rights, and tolerance in the land of Israel. Together with

American Hebrew Academy, Nefesh B’Nefesh, Alexander Muss High School in Israel, Jerusalem Online University and Media Watch International, we will bring cutting edge Israel curricula designed specifically with the challenges of High School student engagement to High Schools across America.

- E. Plant Your Way To Israel™ (1-26 Years of Age)
(See earlier text)

3. College Advocacy - \$50 million over 10 years

- A. Birthright Israel (18 – 26 Years of Age)
JNF, together with our partner, Shorashim, is one of the largest Birthright providers bringing over 55 buses a year to Israel. We will provide meaningful follow up content and activities to all participants, as well as create lasting bonds for young adults with Israelis by continuing to be the only program that includes Israelis for the entire 10 day experience. Our roadmap will track Birthright participants through their college years and beyond, using advanced technologies to communicate and keep them committed.
- B. Alternative Spring Break (18 – 30 Years of Age)
Alternative Spring Break is a one of a kind opportunity to visit Israel and make a meaningful contribution to the land. For students and young professionals, there is no other experience available to fulfill their desire to put their own brick in a wall, to help build the land of Israel. This seven-day program is for young people who have been to Israel before. We will attract young people who have already been on programs to Israel (like Birthright and Day School trips), and are looking for a way to return. Our goal is to bring over 500 young people a year over the next 10 years.
- C. Caravan for Democracy- “Positively Israel” on Campus (18 – 25 Years of Age)
Will bring the important message of “Positively Israel: Israel Making the World a Better Place” to over 50 campuses a year. This program is designed to educate students regarding their perspective on Israel and to broaden the conversation on campus to a more relevant and current topic. “Israel: Making the World a Better Place.” Through speakers, innovative programs, social media, door hangers, Facebook and Twitter, tens of thousands of students a year will engage in this new conversation.
- D. Caravan for Democracy “Common Ground” Leadership Mission to Israel
An extraordinary 10-day, all-expenses paid student educational program to Israel is open to student leaders of all faiths. This unique program is an opportunity to explore Israel’s democracy, including the preservation of religious sites for all religions. Participants meet with political, cultural and community leaders from all backgrounds. The program selects the

best sophomore and junior college student leaders in the country who possess networking and communication skills so as to share what they learned about Israel with others. Forty (40) elite American students from colleges and universities across America each year will develop a cohort and network of supporters for Israel.

- E. Caravan for Democracy “Faculty Fellowship 2 Israel”
Offers full time college and university academics a fully-paid, intensive program in Israel. The program has two major objectives:
1. Academic exchange as each participant is introduced to, or paired with, Israeli counterparts in their field of study.
 2. ‘Positively Israel’ including extensive touring and visits to historical sites, as well as exposing participants to Israel’s dynamic technological and scientific advancements, industry, culture and life. The participants meet with speakers from all walks of Israeli society. 40 Faculty Fellows a year and follow-up programming and collaboration are essential to building a positive group of supporters for Israel.
- F. Caravan For Democracy Tu BiShvat Across America (In partnership with AEPi and J_Space)
We will celebrate Tu BiShvat together with AEPi chapters co-sponsored by JSpace, the Jewish world’s largest interactive site. College students will engage in fun Tu BiShvat themed activities, plant trees, while learning about Israel and participating in tzedakah.

4. In Israel - \$50 million over 10 years

- A. Fire Scouts (14 – 16 Years of Age)
The Fire Scouts Program was established in 1959 by Israel’s Fire and Rescue Services, and gives Israeli High School students the opportunity to fulfill their community service requirements by volunteering at local fire stations. This transformative program instills the value of helping others and shape them into better citizens. They experience success and understand what it means to be part of a team. Personal pride, Zionism, and motivation are stressed. Added benefits include: learning about JNF and the Diaspora, and creating an elite group that understands Israel’s heritage and Jewish culture by working with JNF partner Green Horizons in exploring the country.
- B. Green Horizons Youth Movement (14 – 18 Years of Age)
Over the past 40 years, Hucey Sayarut (also known as Green Horizons Youth Movement) has educated over 25,000 Israeli youth about Eco-Zionism and the Israeli people. This transformative program grooms better citizens and future leadership for Israel. Participants include immigrant youth from Russia, Ethiopia, Argentina and America. Green

Horizons provides youngsters with an opportunity to familiarize themselves with the land of Israel. The uniqueness of Green Horizons lies in the fact that it is the only youth organization in Israel that teaches youngsters about the interdependence between Zionism and the environment. The program includes weekly gatherings and monthly hiking trips.

C. The Arava Institute (18 – 30 Years of Age)

A JNF *Blueprint Negev* Signature Partner, The Arava Institute for Environmental Studies (AIES) is the premier environmental education and research college in the Middle East, preparing future Arab and Jewish leaders to cooperatively solve the region's environmental challenges. Affiliated with Ben-Gurion University, AIES houses academic programs, research, and international cooperative initiatives on a range of environmental concerns and challenges.

With a student body comprised of Jordanians, Palestinians, Israelis, Americans, and students from around the world, The Arava Institute for Environmental Studies offers students a unique opportunity to study and live together, building networks and developing understanding that will enable future cooperative work and activism in the Middle East and beyond.

\$45 Million - Leadership Development

There is a pressing need for strong, capable, new leadership. Young people need to be empowered and want to understand that they can make a difference using their unique talents to serve the cause of the people of Israel and the global Jewish community.

Jewish National Fund is focusing on leadership programs for a new generation. We are working together with young Jewish people to develop leadership programs, understanding how to make their involvement effective, and developing creative opportunities to contribute. They want to be part of the Israel experience – be part of a story greater than themselves and at the same time, make our story their own. Young people want something to believe in. They want heroes and role models with the moral courage and the strength of character to which they may also aspire. They want to “live” what it means to be a Jew, on their own terms, and within their generational rules. They want to create their own expressions of leadership, develop creative and collective ways to contribute based upon passions, personalities, and beliefs.

Birthright has become an instrumental catalyst in igniting the hearts of otherwise disengaged young Jewish people. Our road map connects this experience to direct involvement and contributing. Jewish National Fund’s Alternative Spring Break allows young people to re-engage after their previous trips to Israel, and to better understand Israel today and their role as leaders for tomorrow.

Young people return from their experience with a burning desire to support the land and people of Israel. JNF takes them to the next level. We have to create easy access to our organization, to allow them to be leaders for the next generation through giving circles, relevant experiences and better insight on critically important, tangible issues.

Jewish National Fund removes obstacles by creating powerful young adult leadership programs, short and long-term, with dynamic cultural relevancy and a unique entrepreneurial structure for active young people to have a direct hand in shaping their own destiny and placing their imprint on Jewish National Fund and Israel.

JNF’s initiatives are grass roots, expanding the numbers of new givers and providing a broad range of activities, as well as utilizing established programs and mentors of leadership development and involvement. JNF provides many options not offered by other existing institutions. We always focus on four categories:

1. Israel
2. Leadership
3. Philanthropic resource programming
4. Social

We are forming young adult groups in cities across the country. Orthodox, Conservative, Egalitarian, Social Justice, Reform, and Secular Jews all make up our young adult groups. No other organization crosses so many boundaries and brings so many young adults together, all focused on being part of the Israel experience. This is our unique ability, our unique strength.

We will create a path for imagination, engagement, and measurement of results. We will engage young people before college as part of our continuing tracking program, from the time they enter “My Israel Tree” all the way through their life experiences. We will provide broad horizons and involve them in fundraising. We will promote young people to be involved in every aspect of the JNF enterprise. We will keep tracking their place of residence, what they are involved in, and find out what they want to be engaged in.

This is an opportunity for JNF to be stronger, greater, bigger, and more inclusive through our young adults. The potential is enormous, and we will seize this opportunity. We will demonstrate our visionary leadership and empower our young people to achieve excellence by being part of Jewish National Fund.

1. **JNFuture**

A gateway for the next generation of Jewish National Fund supporters aged 23-40. JNFuture engages and energizes young leaders who are committed to the development of, and connection to the land and people of Israel. JNFuture members support and relate to JNF’s mission through speakers, signature events and trips to Israel. Chapters across the country are our strength for the future.

The current structure allows for individuals to participate in city-based, regional or national events and programs. Individual chapters operate with independent boards. Each chapter is represented on the national JNFuture board.

The national board will have a self-developed structure and strong communication process throughout the country. They will create a system of best practices, strengthen local chapters and establish new ones.

A. **JNFuture Leadership Institute Mission (JLIM)**

JNFuture programming is focused on leadership training and Zionist education. Our marquee program is the JNFuture Leadership Institute Mission, our annual leadership development mission for 30 selected, proven, high-impact young Jewish leaders who are willing to commit their time, leadership, talent and resources to strengthen JNF and Israel, and to be change agents in the Jewish world.

Every aspect of the mission is designed around leadership. Participants learn what leadership means, the difference between a good leader and a

great leader, what behaviors are needed to demonstrate a great leader, and how leaders deal with failure as well as success.

They understand decisions past leaders had to make to create Israel's history. They will meet with today's great leaders of all ages across all disciplines as well as participate in interactive workshops.

JLIM is a journey through Israel where participants experience and learn about the qualities of effective leadership, experience powerful personal stories by 'change agents' and understand JNF projects and vision. JLIM ends with a forum by participants to begin to set their objectives for the next 5 to 30 years of their personal lives, as well as organizational involvement with JNF and the Jewish world.

B. Partnerships

JNFuture has begun partnerships to further its growth.

1. An agreement with JSpace will give wider audience outreach across the country to attract new members.
2. A partnership with AEPi, the largest Jewish fraternity, encourages college students and alumni to be involved in JNFuture and beyond.

2. JNF Executive Forum

A group for people aged between 35-50. This will be the next step up from JNFuture and will attract new donors and leadership to Jewish National Fund, people in this age bracket who are looking for a worthwhile cause to be involved with and have the means to make a reasonable financial commitment. We will engage in a great effort to keep everyone actively involved throughout their lives. There will be signature events, confidential briefings and a leadership mission and conferences for this group.

- A. JNF Executive Forum Leadership Mission to Israel
- B. National JNF Executive Forum Leadership Conferences
- C. JNF Entrepreneurial Philanthropic Fund

Young Jewish donors are resources for sustaining Jewish philanthropy with the future. We will be offering Donor Advance Funds (DAF) as an option to capitalize on current trends of Entrepreneurial Philanthropic investing.

\$5 Million - Positively Israel an International Cooperation

Ask any coach of a professional sports team and they will all say the same thing: you can't win playing defense alone.

Israel today faces a global public relations crisis that will not be won by facing down our detractors or just combating their rhetoric. Israel needs a new, international branding campaign, a new conversation to tell its story and win the hearts and minds of those who are uninformed or simply don't know enough to care. Israel is changing the world - for the better! Through hard work and determination, this young, desert nation is a global leader in renewable energy, agricultural innovation, and medical breakthroughs that improve the quality of life all over the world. This is the conversation that the world must have about Israel. We are showing the world, **Israel, makes the world a better place!** JNF's **Positively Israel** campaign aims to change and broaden the conversation about Israel by showcasing the many Israeli contributions made across geographical, political and cultural divides. It encourages active participation by all.

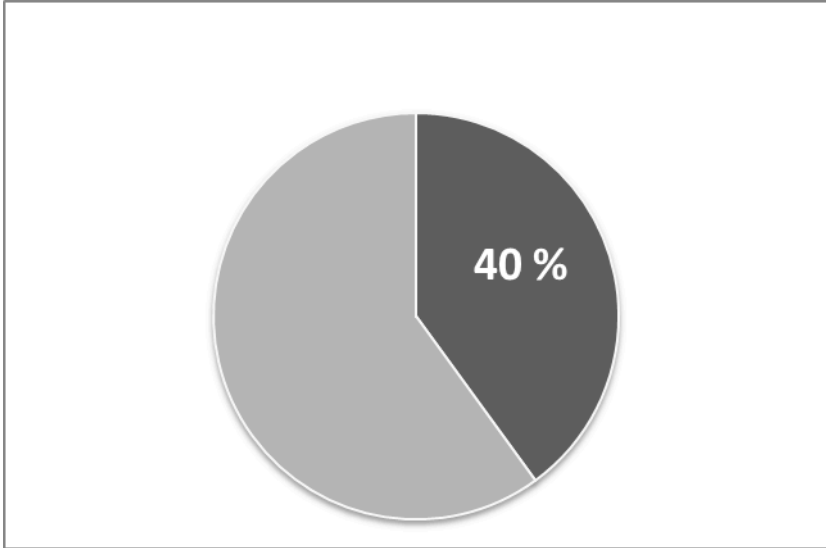
At **positivelyisrael.org**, individuals can actively take part in this movement. By sending a letter to your congressperson; hosting a movie screening of Israel Inside, a documentary about Israel's many achievements; ordering pamphlets and door hangers to distribute in your community's college campuses and much more. JNF also offers a wide variety of speakers who are well-educated on the positive effect Israel has on the world. You can book a speaker to come to your home, synagogue, or campus.

At **positivelyisrael.org** an interactive map on the home page highlights Israel's wonderful achievements -- from first response to natural disasters to drip irrigation technology feeding arid nations, and more. You may also follow the Positively Israel campaign on Twitter (@PositiveIsrael) and catch up on articles, videos, and news coming out of Israel through jnf.org/positivelyisrael.

Positively Israel is linked to our work on college campuses and part of our National Speakers Bureau.

III. COMMUNITY BUILDING IN ISRAEL'S PERIPHERY

40 % INVESTMENT



\$400 Million - Community Building **Blueprint Negev and Go North**

Building a sustainable economy while developing communities in the Negev and Galilee go hand in hand. Israel is a nation of 8 million people. Its population at rebirth in 1948 was approximately 750,000. The majority of the population increase came from immigration. Israel has limited natural resources, a lack of water, and is the size of Rhode Island. Topographically, it ranges from northern green and rolling hills, to the Negev Desert in the South.

Seventy percent of the population lives within a small corridor representing only 10% of the land mass. This Tel-Aviv-Haifa-Jerusalem Corridor forms one of the most densely populated areas in the world. It also represents 80% of the GNP of the country. The nation's capital, military intelligence, five of its six major universities, and most of its industry, including a high tech corridor are all located here. Unemployment in this triangle ranges between 4 and 6 percent.

In the Negev and Galilee, known as the periphery, unemployment ranges between 12 and 15 percent. Today's new immigration is changing the landscape of Israel through Nefesh B'Nefesh. In the past ten years, almost 40,000 North Americans have made Aliyah. In the next ten years, another 40,000 North Americans will make Israel home. This population growth forms the backbone of our Blueprint Negev and Go North plans. Every community needs a home for those who are there and those who will come. Our plan includes parks, recreation sites, and sports fields and all the amenities that make up the quality of life of a nation.

1. The Negev (Blueprint Negev)

In the south of Israel -- the Negev -- 60% of the land mass is populated by only 9% of the people. In the Negev, we have increased the population by almost 100,000 towards our 500,000 goal! The approximately 600,000 people living in the Negev is broken down as follows:

- Beer Sheva – 220,000
- Bedouin Communities – 200,000
- Small Communities – 140,000
- Eilat – 30,000
- Kibbutzim and Moshavim – 40,000

2. The Galilee (Go North)

The Galilee is 17% of the land of Israel. Since ancient times, the Galilee has always been a strategic asset. For years, the northern part of Israel has been known for its great potential, and for acute social and economic problems. The Galilee does not have a capitol or major city as a hub, and a population of

approximately 1.2 million people is made up of Israel's smaller communities, (2,000-10,000 people), and 129 kibbutzim (50% of all kibbutzim in Israel). The Galilee is also characterized by a large variety of communities of different religions, nationalities and cultures.

Major cities in the north are:

- Afula – 42,000
- Akko – 50,000
- Beit She'an – 17,000
- Karmiel – 50,000
- Kiryat Shmona – 23,100
- Ma'at – 21,000
- Migdal Haemek – 24,800
- Nahariya – 52,000
- Nazareth – 210,000
- Nazareth Elite – 41,000
- Sakhnin – 26,000
- Shefar'am – 40,000
- Tiberias – 42,000
- Yokneam – 18,600
- Zfat – 32,000

The facts of lack of population and growth illustrate the need to accelerate Blueprint Negev and Go North. Change can only be accomplished by strong population growth which is the objective of Jewish National Fund's plans.

Our roadmap for development of the Negev and the Galilee encompasses over 112 years of accumulated know-how and hands-on experience. It requires the involvement of Keren Kayemeth LeIsrael, Jewish National Fund, governmental agencies and organizations, including the OR Movement, Nefesh B'Nefesh, and so many others.

Everyone will work together to bring our vision to reality. Our goals are to create a higher quality of life and standard of living for all current Negev and Galilee residents and to focus on increasing the populations. Infrastructure has to be developed, population growth encouraged, housing made available, private investment encouraged, Aliyah enhanced and philanthropic investment increased to be able to impact the population growth of the Negev and Galilee over the next 10 years.

Highlighted programs are:

1. Housing Development Fund -- \$50 million

The JNF Housing Development Fund is a comprehensive plan to assist in moving significant population to the Negev and Galilee. Affordable housing, with access to good schools, jobs and community, is central to our goal.

Many people who express interest in relocating to the Negev and Galilee become discouraged by the lack of housing options and the time it takes to build a home. Physical infrastructure (water, roads, sewer, electric) costs approximately \$75,000 per lot to develop. Only after all the lots in a development are purchased and financed, can that physical infrastructure work begin. This causes major delays in housing construction starts – from 2 to 5 years. As a result, thousands of housing lots in the Negev and Galilee are sitting, waiting, languishing, and their potential homeowners moving elsewhere-even outside of the country. Jewish National Fund's Housing Development Fund will invest in Negev and Galilee infrastructure and revolutionize the process.

2. Community Building and Recreation sites -- \$100 million

A. New Communities

Developing no new communities in the Negev

B. Project Baseball

JNF's Project Baseball/Softball goal is to turn a field of dreams into reality. JNF has joined with the Israel Association of Baseball and Israel Softball Association to foster the growth of the sports in Israel, to build community fields and leagues for children and adults. This can lead to professional baseball/softball possibility. JNF currently is refurbishing existing fields, building new ones, and supplying needed funds for the development of coaching, equipment and local leagues. Baseball/softball has risen in popularity, but inadequately and under-maintained facilities, lack of skilled coaching, equipment and marketing have hampered its progress.

C. Information Centers

Develop information centers in the Negev and Galilee to assist with relocation and tourist cooperation and enhancement.

3. Task Force Initiative and Nefesh B'Nefesh -- \$50 million

A. Task Forces of volunteers working with existing communities and regions setting strategic priorities for projects to enhance population.

B. North American Aliyah -Nefesh B'Nefesh

1. Lone Soldier Program:

The Lone Soldier Aliyah Fund, established by Nefesh B'Nefesh and now in partnership with the FIDF, supports the brave young men and women who choose to serve in the IDF upon making Aliyah. Through this fund, Nefesh B'Nefesh is able to help nearly 3,000 Olim lone soldiers annually (with 1,100 new soldiers entering service every year). The program offers guidance, social and emotional support, quarterly care packages, adoptive families and financial grants, as well as assistance to parents of lone soldiers in the form of information and support. The program's staff acts as the soldier's surrogate family, and is fully dedicated to their well being throughout this challenging time.

2. **Go North and Go South Programs**

The vision of the “Go North” and “Go South” programs is to transform Israel’s northern and southern peripheral communities, currently economically underdeveloped areas of the State, by attracting skilled and motivated Western Olim capable of driving a new level of economic vitality to the region. The programs aim to encourage Olim who are drawn to Israel’s northern and southern communities, by providing focused employment assistance, active social programming, and close contact with local staff members. These services are designed to ease the transition into the communities in the periphery by creating the conditions for seamless professional and social integration. The infusion of this talent and demographic ultimately benefits all citizens in Israel’s periphery by providing a stronger economy with more jobs and more opportunities.

3. **Physician Aliyah Fellowship:**

Israeli Government agencies, private foundations and hospitals are all extremely concerned regarding the anticipated shortage of doctors and are earnestly investing time and effort towards finding viable solutions. While the establishment is encouraging doctors to remain in Israel, a significant percentage of physicians are retiring and many Israeli born doctors are seeking professional experiences abroad, ultimately not returning to practice in Israel. It is therefore imperative that we focus upon increasing the Aliyah of fully trained physicians to answer this immediate and pressing need.

The Nefesh B’Nefesh Physician Aliyah Fellowship attracts physicians from North America and the UK who are fueled by Zionism and a definitive sense of purpose of bringing their skills and specialties to Israel. In addition to making strides in transforming the medical licensing bureaucracy, the NBN Physician Fellowship has brought 400 North American physicians and 780 medical professionals on Aliyah, with placement in almost every hospital across Israel and within the IDF Medical Corps.

4. Beer Sheva and Bedouin Development-- \$100 million

A. Major Community Development

1. Beer Sheva

- a. Riverwalk Area – Wading water in river.
- b. Earth’s Promise – Urban garden development
- c. Abraham’s Well – Multi-million dollar tourist site.
- d. Amphitheater – 12,000 seat major entertainment venue.

B. Bedouin Development

1. Wadi Attir

Largest and most advanced Bedouin project in Israel will provide environmental awareness, employment, education and social integration.

2. Online Bedouin University and Employment Initiatives

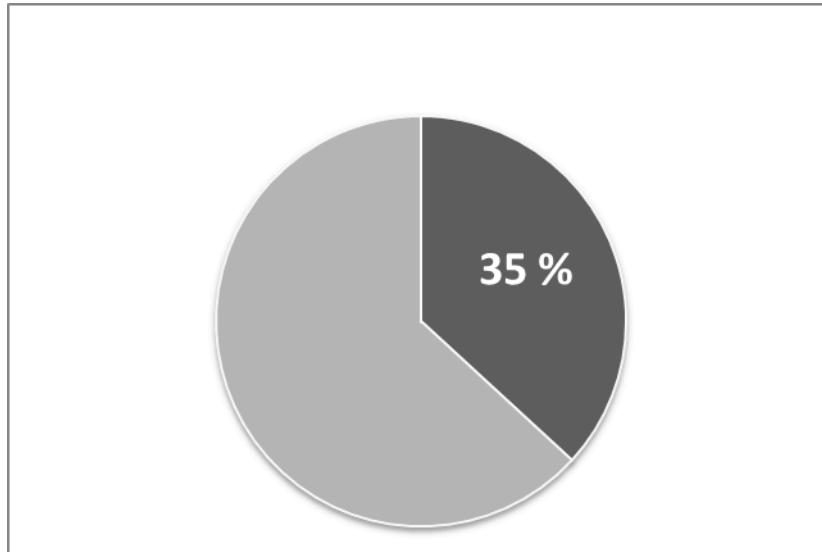
5. **Employment Initiatives**

A. Lauder Employment Center

B. Philanthropic Investment Venture - small business investment

**IV. INFRASTRUCTURE FOR ECOLOGY,
SPECIAL NEEDS, AND HERITAGE
PRESERVATION**

35 % INVESTMENT



\$50 Million -Water Renewal

When the State of Israel was established, water played a significant role in shaping its character. The vision and the goals for managing Israel's water resources derive from Israel's Zionist spirit.

Today, the vision for managing Israel's water economy is more related to ensuring sufficient supply for household and agricultural needs, increased water economy, safeguarding people's health, promotion of a true peace in the region through water, and the protection of scenic environmental and cultural values.

Israel's water resource issue is largely a regional problem. The same underlying water resources are shared by the Lebanese, Syrians, Jordanians, and Palestinian Authority.

There are two major reasons why Israel's water crisis has reached dire proportions: drought and over-consumption. Each problem has exacerbated the other. Jewish National Fund was the first organization to see the significance of the water issue and started allocating resources to build reservoirs and recycling centers, beginning in the mid 1990's. More than 250 reservoirs and dams were built, through which we have added more than 12% to Israel's water supply, enough to satisfy the needs of 1.2 million people annually!

Project proposals and initiatives of the JNF Parsons Water Fund are reviewed utilizing a revolving loan fund where possible, for programs such as water treatment and recycling, river and stream rehabilitation, reservoir construction and maintenance, education, research and awareness, and development of new resources.

The JNF Parsons Water Fund will develop new water resources, and the overall goals for the next decade are:

- 1) To directly support the community building efforts, especially in the Negev, and also in the Galilee; and
- 2) To protect the quality of the shared aquifers by preventing pollution of them from unprocessed sewage.

The six areas of priority for our Fund are:

1. **Educational and Applied Resources**
Israel will become the largest and best training entity for water research and development. Our investment will bring higher standards and produce better engineers.
2. **Recycling Marginal Water for Agricultural Use**
With a population of over 8 million people, every drop of water will be needed to provide food to a nation and the region.
3. **Med-Dead Canal**

Given the ongoing water consumption of the Jordan River, the level of the Dead Sea is dropping at a rate of one meter per year, resulting in substantial damage to the ecosystem. A proposal has been put forth directed at the transport of water to the Dead Sea by means of gravity from the Mediterranean Sea. Plans require national and international funding. The latest associated cost is currently estimated at \$7 - \$15 billion.

4. **Stream Rehabilitation and Wetland Projects**

Retaining the natural water cycle is essential for river rehabilitation. People are utilizing and living closer to rivers and streams. Technology needs to be developed for citizen recreational use and health, as well as for natural vegetation and animal life.

5. **Regional Water Cooperation**

Water knows no boundaries and dried up aquifers, and lack of water for neighbors is an issue. Water will be the formula for peace or war.

6. **Conference on Water Ideas and Innovations**

A conference calling on new water ideas and initiatives to be held in Israel yearly with investment funds available for funding will be established. .

\$100 Million – Green Innovations and Nature

Today, JNF and its partners grapple with the challenge of balancing the phenomenal growth between the development of Israel and nature. Over the past two decades, Israel's population has more than doubled. Keren Kayemeth LeIsrael and Jewish National Fund USA, have been working on the maintenance and stewardship of nature through a sound environmental policy, protecting the growth of afforestation, agricultural infrastructure, soil conservation, desertification, water and soil restoration. JNF has been responsive to the rapidly evolving needs of the country and has been discovering alternative techniques for the protection of nature and open spaces through sustainable development.

JNF is historically committed to strengthening the ties between man and land. With today's technological advancements, JNF's role as guardian of the land becomes even more critical.

1. Forests

Israel is one of the very few countries in the world that entered the 21st century with a net gain in its number of trees. Israel was not blessed with natural forests; its forests are hand-planted, 250 million trees to date. When the pioneers of the State arrived they were greeted by barren land. To reclaim the land they purchased with the coins collected in the JNF Blue and White Boxes, they planted trees on the rocky hillsides and in sandy soil so as to hold onto the land.

These trees provide lush belts of green covering more than 250,000 acres of land. JNF/KKL's National Forest development work created open spaces and green "lungs" around congested towns and cities and provides recreation and respite for all Israelis. While the forests of Israel belong to the people, JNF ensures their environmental soundness and focuses on diversification, planting trees indigenous to the Middle East.

2. Fire Prevention Safety

Keren Kayemeth LeIsrael-Jewish National Fund and the Israeli Firefighters battle approximately 2,000 forest and community fires every year, and answer thousands of accident calls throughout Israel. With a strong commitment to research, equipment and training, JNF is making progress in minimizing the tragic loss of human lives.

3. Agricultural Infrastructure

The restoration of deteriorating and ancient agricultural lands and the transformation of land in the Negev and Galilee for agricultural use are today's primary challenges in maintaining Israel's agricultural independence. Good farming depends on good land, and good land depends on JNF.

4. Soil Conservation

JNF/KKL is the only organization in Israel with responsibility for soil conservation. A founding member of the International Arid Lands Consortium,

JNF has put Israel in the global leadership position on soil conservation. Limiting the devastation caused by further erosion in the Negev, and efforts for soil quality inland are ongoing. Through the leadership of JNF, dangerous mine removal is being done in the Arava where acres of new land will then be made available for farming.

5. **Coral Reef Restoration**

Marine biologists from around the world, super-glue little pieces of coral onto objects that resemble golf tees, load them onto a grid and float them down into the Red Sea where they are left to grow. This is the underwater equivalent of planting saplings in a forest.

6. **Clean Up Days**

Held early September in Israel – KKL/JNF mobilizes tens of thousands of children to educate them on the importance of keeping the world clean. Through seminars and educational games, they participate in cleaning up in forests and on streets throughout Israel. Community centers and municipalities in Jewish, Arab, Christian, Druze and Bedouin communities all participate.

\$50 million - Research and Development

Shortly after the founding of Jewish National Fund in 1901, we began financing research expeditions to study plant life and soil quality in Israel as part of our efforts to cultivate the land. A critical discovery on one of those expeditions paved the way for the establishment of agricultural research stations in Israel, thus making JNF a world leader in Research and Development. Today we share this expertise with the world.

We have built a 20 year partnership with the U.S. Forest Service, providing training for Israeli and American foresters, and exchanging critical experiences. Working with other academic and scientific institutions in Israel, the USA, and around the world, JNF funds research to turn salt water into sweet water, grows tomatoes and peppers without soil, and makes the desert bloom!

JNF sponsors a network of regional agriculture and research development stations in the Negev and the Galilee. Leading scientists and technicians work closely with local farmers, research institutions and universities to increase agricultural sustainability and profitability. The cutting edge technologies developed in these research stations keep Israeli farms at the forefront of their field, providing them with innovative, cost-efficient ways to grow produce under arid conditions and allowing them to compete in the global market. Breakthroughs include irrigating crops with recycled and brackish water, developing biological methods of combating harmful pests to minimize chemical use, and optimized growth of plant life in variable conditions, including light, temperature, and humidity to cut costs and increase crop efficiencies.

As a founding member of the International Arid Lands Consortium (IALC), JNF works with USAID and universities throughout the U.S. Together with countries throughout the world, JNF partners with institutions and private R & D opportunities to find solutions to the problems shared by arid and semi-arid countries, and develops advance strategies for sustainable development in desert regions. Our research and development focus is not only on agriculture research stations, but also solar power innovations, and fish farming. JNF is paving the way for improved quality of life, not only in Israel but also in many other countries.

\$50 Million - Parks and Services For People With Special Needs

As part of our focus on improving quality of life in Israel, JNF is dedicated to ensuring that no member of Israeli society is left behind. 12.7 % of Israel's citizens are considered physically and mentally challenged. Through a variety of initiatives, JNF provides cutting-edge rehabilitative services, special education, and medical care for people with special needs, and makes its forests, parks, picnic areas, playgrounds, nature trails, lookouts and recreational facilities "inclusive" for visitors of all ability levels. Our focus on services is strategically located in the Negev and Galilee; population growth necessitates having services for all populations.

1. Aleh Negev - Nahalat Eran

A state-of-the-art rehabilitative village in the Negev, Aleh Negev is a JNF partner that offers unparalleled care for people with severe disabilities and helps them reach their potential for communication and development. Every square inch of this world class village is part of the living experience for the residents and families. This village also provides top quality jobs for the Negev.

2. Lotem

All across Israel, but particularly in the Galilee, **LOTEM** is bringing nature closer to people with special needs. Today they offer field trips, extracurricular activities, and creative workshops for people of all ages with physical, mental and emotional disabilities, at-risk youth, and mothers and children living in shelters. All of LOTEM's activities are adapted to the needs of its participants. People with visual impairment are able to feel three-dimensional models and read explanations in Braille; children with autism are provided with illustrated communication tables; and people confined to wheelchairs are taken to accessible nature sites, including JNF's first inclusive park, Nahal HaShofet.

3. The Red Mountain Therapeutic Riding Center at Kibbutz Grofit

The Center provides rehabilitation services to people with special needs through therapeutic horseback riding. JNF provides scholarship support at the center and facilitates expansion, allowing individuals to develop a sense of independence and acceptance through horseback riding.

4. Inclusive Parks

We have a multi-million dollar initiative to upgrade all KKL/JNF parks and recreation facilities and to make them inclusive for people with disabilities. The goal is to create space for everyone to be able to utilize, as well as to educate the public about exclusive design for all future sites.

JNF is working hard to make Israel's parks, forests, nature trails, picnic areas and playgrounds accessible to all by designing **inclusive** facilities, enabling everyone to enjoy these activities side by side regardless of ability.

\$100 Million Historical and Heritage Sites Campaign

Focused on vision and driven by mission, our objective is to help set a new orientation, standard, and to develop better marketing and education materials for Israel's Independence Experience Historic Sites. These Historic Sites are run independently and will remain that way. Under the Jewish National Fund umbrella, our leadership will create an "Israel Independence Historical Sites Consortium." This will link the sites to the exciting story of Israel's Independence with better marketing, quality control, and up to date presentations and customer service.

Many of the historic sites are associated with the Society of Preservation of Historical Sites in Israel. The Society identifies, restores, conserves and protects major heritage sites associated with Israel's rebirth from the time of the first Zionist settlement in the 1800's. Over 50 sites are part of this vibrant history. The society documents these historical sites using modern technological methods. Quality upgrading of all the sites and making them accessible to educators, students, Israelis and tourists alike is part of our road map.

Timna National Park is a very important part of this plan. The park and its untouched natural scenery, rock drawings, and ancient copper mines, is rapidly becoming a world-class theme park. The Visitor's Center and open museum will create a unique visitor experience. Timna Valley, north of Eilat, is the earliest site where copper was mined in the ancient world. Jewish National Fund has been developing Timna Park into a world-class theme park for tourists for over a decade.

A few samples of our 50 historical sites include:

- A. Lange Estate, Carmel Court, – Zichron Yakov
In 1912, Nita Bentwich and Michael Lange built the estate. They were one of the earliest and most distinguished Zionist families. The building's design reflects the vision of integrating styles that combine east and west. Their son, Daniel, was a gifted musician who died very young and as such, part of the property was named Beit Daniel, in his memory. Many important musical events have taken place at Beit Daniel. The vision is to restore the buildings and its gardens to their original grandeur and to establish a Center for the Arts with the emphasis on music.
- B. Yellin House – outside of Jerusalem
The Yellin family, who left the Old City of Jerusalem in 1860, acquired this plot of land and established the first Zionist agricultural settlement outside of the Old City. The vision is to continue restoring the Yellin Family Estate.
- C. Nitzanim
Established in 1943 on KKL-JNF land. Its residents bravely fought in the War of Independence. It is in Nitzanim that Mira Ben Ari, Shulamit Dorezin, and Deborah Epstein bravely sacrificed their lives to defend Israel as a southernmost buffer against the invading Egyptian forces which advanced with the goal of

taking Tel Aviv. The vision is to restore this mansion and its surrounding landscapes and convert it into an educational center devoted to the story of female heroism throughout Jewish history.

D. Atlit

This illegal immigration detention camp was built by the British prior to the State of Israel. It became a center for recording the Saga of “Illegal Immigration” during the British mandate and of Jews returning to Palestine. A computerized information database welcomes visitors and acquaints them with the gallant story of the heroic operation that brought over 122,000 Jews, the remnants of the Holocaust, to the shores of Palestine. Restored barracks, showing the way of life of the incarcerated under British rule and a multi-media presentation depicting the Palmach 1945 operation of liberating the camp’s inmates, awaits visitors. A restored ship, depicting the “Exodus” has been refurbished and is part of a multi-media experience.

E. Ammunition Hill

In the 1930’s, the British built a police academy in north Jerusalem and stored ammunition on the adjacent hill, which came to be known as Ammunition Hill. In the 1948 war, the Jordanians captured the site and Jerusalem was divided in two. Early in the morning of June 6, 1967, believing they outnumbered the Jordanians by 3 to 1, about 150 paratroopers attacked the hill. In fact, the Jordanians numbered 150. Fierce hand-to-hand combat ensued. By 8 a.m., the hill was Israel’s, but not without sustaining great losses—36 were killed, 90 wounded. Seventy-one Jordanians died in the battle. Today, millions of people visit the Hill. With the addition of the JNF Wall of Honor recognizing all Jewish military men and women throughout the world whenever they served and an expanded museum, it has become a must-see on every itinerary.