

***JCP Executive Committee Virtual Retreat Meeting***

***February 7, 2021 9:30 am***

***MINUTES***

On February 7, 2021, Jewish Community Partners Executive Committee held a virtual Retreat to conduct its business via Zoom.us.

At 9:30 am, Mrs. Cindy Finestone, chair of the Memphis Jewish Federation, called the meeting to order.

**JCP Executive Committee in attendance**

Pace Cooper, Cindy Finestone, Aviva Freiden, Jonathan Frisch, Charles Jalenak, Michael Kaplan, Marty Kelman, Steve Libby, Anthony Morrison, Scott Notowich, Jimmy Ringel, Irvin Skopp, Ken Steinberg, and, Scott Vogel.

**Jewish Community Partners Staff in Attendance**

Michael Barnett, Sophie Bloch, Sheri Gadberry, Laura Linder, and Bluma Zuckerbrot-Finkelstein.

Cindy Finestone, Federation chair, acknowledged the strength and resilience of our organization and reminded the leadership that JCP had to pivot to meet the needs of the community during the pandemic. Now with this retreat, JCP will reset, clarify roles of the Executive Committee, review and report updates on priorities/initiatives and present the JCP recommendations from the Southern Growth Study in order to move our organization's vision forward

**Unique Characteristics of the Memphis Jewish Community? (word cloud group exercise)**

Mrs. Finestone, with the assistance of Hillel Director, Sophie Bloch, utilized a web program, Mentimeter, to create a Word Cloud which Executive Committee members were engaged to answer what they felt were unique characteristics of the Memphis Jewish Community. The following are the top/most common answers:

Caring	Vibrant	Philanthropic
Engaged	Giving	Highly Affiliated

**What is Community Relations? How Should We Do It?**

Bluma Zuckerbrot-Finkelstein, JCP CSO and Federation Executive VP, stated on what the senior JCP staff defines as Community Relations:

- Convene, educate, mobilize and unite the Jewish community around issues facing our Jewish community, global Jewry and Israel. (Physician letters on COVID, Community celebrations & commemorations)
- Engage in advocacy on issues related to Jews and Israel in local, state, national & international arenas (Anti-Semitism on UTK Rock, Portrayal of Jews & Israel in TN school textbooks)
- Educate and serve as a resource on Jews, Judaism and Israel to the broader Memphis community. (Respond to community inquiries)
- Build relationships with and advocate with and for other ethnic, faith-based and civic groups around issues impacting the greater Memphis community (Judge Lammey affair, Blackburn letter re China)

From the zoom meeting chat box, other committee members defined Community Relations as:

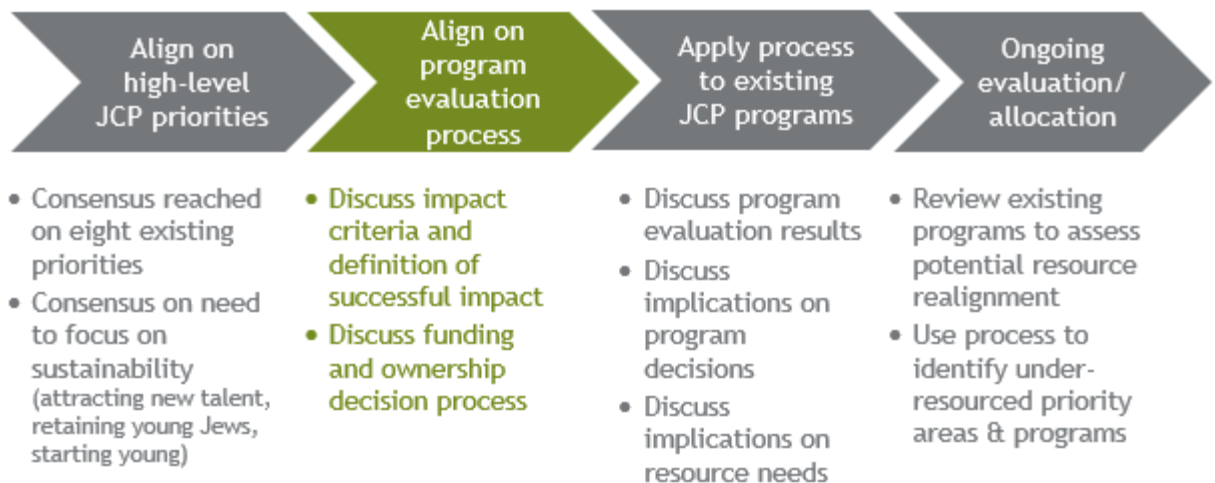
- A cohesive, coordinated connection for all the synagogues and agencies and their constituents.
- Being part of broader community solutions.
- Advocating for Memphis Jewry, American Jewish issues and Pro-Israel advocacy.
- Keeping our Jewish community and Memphis community informed about issues that arise in the Jewish community in Memphis and Israel
- Taking care of our community as we remember that we are part of a larger community that we have responsibilities.
- CRC (Community Relations Committee) is the mechanism for JCP to be connected within both the Jewish community (local, national and international), as well as the community outside of the Jewish community. That said, in looking at all of the different subgroups underneath, it appears to be perhaps too diverse and broad.

How we should do it:

- Openness to ideas, empathy to other individuals and persons, reach out, community hat governing
- Outreach to the Jewish Community and the broader community by forming a lay committee with leadership to assign the priorities
  - Define parameters and develop lay infrastructure
  - Lay committee person can contact donors who react negatively to a CRC response. The lay person would speak with the donor to assist them to align with us and invite them to join the CRC lay committee.
  - Lay committee should discuss whether Community Relations and Engagement programs should be split and made their own priority groups.
- Engaging the community and making everyone understand the importance of the work which is being done by Federation.
- Internal and external response to unique situations
  - Need 'buy in' from the Jewish community/ synagogues/ partner agencies
- Building coalitions with other Memphis groups.
- Work both within and outside of our Memphis Jewish Community. Work with other groups to establish relationships

### JCP and Southern Growth Study Recommendations

Laura Linder, CEO & President, gave an update on the recommendations of the Southern Growth 2019 study.



Mrs. Linder reported that JCP has implemented the recommendations and is currently in the last section titled Ongoing Evaluation/ Allocation: Use process to identify under-resourced priority areas and programs. The following programs are recommended to be moved from JCP to other agencies

Red Kramer Loans      Hot Meals Administration      Camp Scholarships      Israel Scouts

#### JCP Organizational Chart

Laura Linder, CEO & President, presented a chart that illustrates the primary operating functions of JCP the functions that can be moved to other local agencies, and highlights under-resourced priorities that were identified through the Southern Growth Study and the Needs assessment of 2015.

- Philanthropy
- Community Relations and Engagement (local/Israel)
- Leadership Development
- Sustainability
- Community Granting and Evaluation
- Community Planning and Needs Assessment

Committee members recommended that Community Relations should be its own box and separate from Engagement, did not see a main box for Israel Engagement and Donor Relations, mentorship should be its own box and JCP should host a workshop and ask partner agencies to send 1-3 young adult leaders. Young leaders should be educated on what Federation is and what it does for the community and overseas

Ms. Linder reminded the leadership that there are currently three full-time staff positions open: Campaign Director, Community Impact Associate, Marketing Associate which puts a strain on the organization.

#### Organizational Short Term Goals and Long Term Goals

Short Term (3-6 months):

- Finish Annual Campaign
- Finish FJFS Endowment
- Fill open positions: Campaign Director, Impact Associate, Marketing & Communications Associate
- Implement Board-Approved COVID Related Priorities\*
- Clarify criteria for Urgent Needs Grant
- Review Governance Structure & Expand Leadership Roles to Meet Priorities
- Formalize Performance Management
- Develop Impact Measurement Culture/ Hone in Under-Resourced Priorities

### **Short-term Approved Priorities in Progress:**

- Provide stability for our community organizations by understanding their needs and providing predictable funding
- Intensify our work with our most senior major donors for legacy gifts & Finish JFS endowment
- Proactively address issues of social isolation, reduced Jewish & Israel Engagement and mental wellness of our community
- Keep our leadership focused and engaged, particular young leadership board members
- Continue with an expanded communication strategy
- Step up JCP's Community Relations agenda

### **Long Term (6 months to 3 years):**

- Formalize Community Relations structure with guidelines and lay committees
- Implement a Leadership Development strategic plan
- Improve and create a centralized, robust communication platform
- Re-energize effort to grow Foundation, including legacy.
- Strengthen the internal infrastructure to allow for more strategic visioning and higher level donor cultivation
- Develop a dashboard for reporting progress on organizational priorities

### Role of Executive Committee

Cindy Finestone, Federation chair, asked committee members- What is the role of the Executive Committee? How can we support the organization?

- Help develop and execute vision, be mentors for young leaders, help with donor stewardship be advocates for organization
- Determine policy, strategic planning, support board initiatives, provide lay leadership, fundraising
- Set vision and support (financial, mental, emotional) to aid staff and fulfill the organizations ability to achieve that vision and to hire and evaluate the CEO
- Be an advocate and trying to identify people who are not super involved in other organizations yet and bringing them into the fold. I believe that people want to be involved in giving back to the community but they are not asked and don't feel comfortable reaching out to get involved.
- Among the so many things people have already said....L'dor Vador.... ensuring that we enhance the JCP/Federation/Foundation and leave it for the next generation full of vibrancy and fundamental positive aspects.

Next Steps:

Cindy Finestone, Federation chair, acknowledged the hard work of the professional staff. Mrs. Finestone asked committee members- What can we do going forward to get us to our vision?

- Engage board members with meaningful discussions at board meetings
- Create smaller discussion groups at board meetings to have everyone's voices heard

Mrs. Finestone announced that once the materials are ready, the committee will reconvene for a debriefing and work on a timeline for implementing priorities.

The staff agreed to prepare and present to the Executive Committee at its next meeting:

Short and long-term priorities with a plan to achieve them including:

- Governance implications
- Budgetary needs
- Staffing needs
- Proposed time-line

The meeting was adjourned at 11:30 am.

**JCP Inc. and Related Entities**  
**Statement of Financial Position - Accrual Basis**  
**As of December 31, 2020**

**Unaudited and Preliminary**

	<b>Combined</b>	<b>Federation</b>	<b>Foundation</b>	<b>JCP</b>
<b>Assets</b>				
<i>Cash and Equivalents</i>	23,744,094	3,133,115	20,420,485	190,494
<i>Pledges Receivable, net of allowances</i>	6,449,962	4,376,852	2,073,110	-
<i>Prepaid Expenses</i>	16,696	14,238	2,458	-
<i>Property and Equipment, net of depreciation</i>	333,072	278,568	54,504	-
<i>Investments</i>	103,043,709	20,709,175	82,334,534	-
<b>Total Assets</b>	<b>133,587,533</b>	<b>28,511,948</b>	<b>104,885,091</b>	<b>190,494</b>

<b>Liabilities and Equity</b>				
<i>Accounts Payable</i>	19,286	(4,548)	-	23,834
<i>Allocations Payable</i>	1,279,211	1,268,741	10,470	-
<i>SBA PPP Loans Eligible for Forgiveness</i>	230,800	172,000	58,800	-
<i>Assets Held For Others</i>	14,708,048	-	14,708,048	-
<i>Due To/From Affilites</i>	-	(503,082)	336,422	166,660
<b>Net Assets - Equity</b>	<b>117,350,188</b>	<b>27,578,837</b>	<b>89,771,351</b>	<b>-</b>
<b>Total Liabilities and Equity</b>	<b>133,587,533</b>	<b>28,511,948</b>	<b>104,885,091</b>	<b>190,494</b>

JCP FY 2020-2021 (FEDERATION)  
Administration and Fundraising Budget (Detail)

----- FEDERATION -----

		2019-2020 Budget	2019-2020 Actual (Preliminary)	2020-21 Original Budget As of 6.24.2020	2020-21 Updated Budget As of 9.30.2020	2020-21 Prelim Actual As of 12.31.2020
<b>INCOME</b>						
Unrestricted Campaign Grant for Admin & Fundraising	N/A	450,000	450,000	450,000	450,000	225,000
Unrestricted Campaign Grant for Programming	N/A	447,000	447,000	460,000	460,000	230,000
SBA PPP Loan Forgiveness		-	-	-	-	-
Lemsky Admin fee	10-3005	106,355	106,535	104,486	108,642	54,321
Operating Endowment Fee	10-3005	88,629	88,629	87,071	90,535	45,268
Corporate Sponsorship	10-3011	75,000	61,100	55,000	40,000	5,000
Tributes	10-3111	7,500	5,582	6,500	6,500	3,163
Event Income (Non-YAD) - A Taste of Israel	10-3132	30,000	-	30,000	30,000	6,272
Miscellaneous Income (e.g. Donations, reimbursements, etc.)	10-3312	20,000	20,000	20,000	12,500	11,487
Outside Grant (HG Foundation for P) Staffing)	10-3313	1,200	-	-	-	-
YAD Event Income	32-3321	2,500	-	-	-	-
Meals Program Administrative Management Fee	10-3221	5,000	5,000	5,000	5,000	2,500
Scholarship-Management fee	10-3219	1,000	1,000	1,000	1,000	500
Hillel Management Fee	10-3220	15,000	15,000	15,000	15,000	7,500
WAFJS Endowment Marketing Fee	10-	15,000	15,000	-	15,000	7,500
Prior Year Surplus	N/A	-	-	-	44,375	22,187
<b>TOTAL REVENUE</b>		<b>1,264,185</b>	<b>1,214,846</b>	<b>1,234,057</b>	<b>1,278,552</b>	<b>620,698</b>
<b>Personnel</b>						
Salaries	10-5011	737,600	708,543	696,666	706,488	327,739
Federal and State Payroll Taxes	10-5013	57,164	51,287	53,992	56,003	21,201
Worker's Compensation	10-5015	1,350	1,641	2,500	2,500	1,001
Medical/Dental/Disability/Life Ins (Assumes 10% Increase)	10-5111	59,030	52,247	62,074	59,773	24,736
Pension Plan	10-5112	32,500	34,073	37,483	37,210	18,207
WTD / Contract Acctg / Retirement Plan Services	10-5016	18,000	19,254	18,000	18,000	8,600
		<b>905,644</b>	<b>867,045</b>	<b>870,715</b>	<b>879,974</b>	<b>401,484</b>
<b>PROFESSIONAL DEVELOPMENT</b>						
Conferences and Meetings	10-5411	15,000	13,517	10,000	10,000	-
<b>SUPPLIES AND PRINTING</b>						
Office Supplies & General Printing (Letterhead, envelopes, etc.)	10-5211	10,775	10,920	11,000	11,000	4,213
Computer Maintenance	10-5214	2,750	1,128	2,750	2,750	3,116
JFNA CRM Fees		-	-	11,000	11,000	10,120
Software Licenses & Outsourced Report Writing	10-5212	10,500	12,660	12,500	12,500	3,135
Printer Contracts, monthly fees& Maintenance	10-5213	5,700	9,882	5,800	5,800	3,524
		<b>29,725</b>	<b>34,590</b>	<b>43,050</b>	<b>43,050</b>	<b>24,108</b>
<b>OCCUPANCY</b>						
MJCC Occupancy	10-5311	51,960	51,960	52,000	52,000	25,112
Insurance	10-5312	9,165	9,360	9,300	9,300	4,082
Controlled Access fees and maintenance	10-5510	1,040	299	1,050	1,050	-
		<b>62,165</b>	<b>61,619</b>	<b>62,350</b>	<b>62,350</b>	<b>29,194</b>
<b>TELEPHONE, POSTAGE, INTERNET (65/35)</b>						
Telephone	10-5511	3,445	3,457	3,500	3,500	1,207
Postage	10-5512	6,110	6,188	6,200	6,200	3,328
Internet & Website	10-5519	4,641	5,213	5,500	5,500	218
		<b>14,196</b>	<b>14,858</b>	<b>15,200</b>	<b>15,200</b>	<b>4,753</b>
<b>Marketing (General Branding)</b>						
Advertising	10-5414	4,745	11,778	5,000	5,000	810
Annual Report (including design, printing and mailing)	10-5612	7,500	-	7,500	7,500	-
2 Newsletters (including design, printing and mailing)	10-5417	5,200	3,729	4,500	4,500	-
Design Discipline Retainer		-	-	30,000	24,400	15,000
JFS Marketing		17,445	15,507	47,000	41,400	1,681
		<b>17,445</b>	<b>15,507</b>	<b>47,000</b>	<b>41,400</b>	<b>17,491</b>
<b>Fundraising / Campaign/LOJ/Super Sunday/ETC</b>	15-XXXX	<b>51,000</b>	<b>61,922</b>	<b>51,000</b>	<b>65,800</b>	<b>22,455</b>
<b>YAD and all related costs including marketing, printing, etc. - Lauren</b>						
Engagement Programming	32-6103	2,500	1,262	2,500	2,500	1,253
		<b>2,500</b>	<b>1,262</b>	<b>2,500</b>	<b>2,500</b>	<b>1,253</b>
<b>Programming and Community Impact (includes marketing)</b>						
Costs for Administering Grants (copying, meeting expense - i.e., Food)	37-6200	1,750	199	1,000	1,000	2,826
Task Forces (Senior Services, Teen Professionals, Special Needs, etc.)	37-6201	1,000	2,776	1,000	1,000	-
Holocaust Remembrance	37-6202	7,500	7,322	7,500	7,500	-
Newcomers	37-6203	3,000	1,517	2,000	2,000	(392)
Israel Advocacy (mostly marketing and possibly a program)	37-6204	2,500	-	2,000	2,000	-
CRC - dues for Israel Action Network, JCPA, interfaith activities, etc.	37-5635	5,000	3,023	5,000	5,000	21
General Program expense	37-6205	2,500	7,154	1,500	7,500	3,062
Study - Southern Growth (Board Priority Setting)	37-6214	5,000	5,000	-	-	-
Isolated Seniors Program	37-4521	-	-	11,000	11,000	5,114
A Taste of Israel	37-6211	35,000	8,878	35,000	35,000	12,790
		<b>63,250</b>	<b>35,869</b>	<b>66,000</b>	<b>72,000</b>	<b>23,421</b>
<b>Leadership Development (including General Assembly )</b>	10-5622	<b>5,000</b>	<b>1,468</b>	<b>2,000</b>	<b>2,000</b>	<b>178</b>
<b>OTHER EXPENSE</b>						
Annual Meeting	10-5611	1,500	1,519	1,500	1,500	80
Auditing	10-5613	20,500	20,369	21,000	21,000	868
Dues and Subscriptions	10-5619	3,500	1,178	2,000	2,000	71
Capital Reserve/Community Ed	10-5630	15,000	12,446	10,000	10,000	-
Bank Fees/Credit Card	10-5513	15,000	6,867	14,000	14,000	5,073
Miscellaneous	10-5627	5,000	12	2,000	2,000	191
Endowment Support	10-5633	5,000	3,338	4,500	4,500	8,151
Office Enhancements	10-5317	2,500	7,556	2,500	2,500	-
Recruiting	10-5412	-	-	-	-	2,358
Community Participation and Outreach (Tables, Ads, Etc)	10-5520	10,000	9,529	7,500	7,500	2,500
		<b>78,000</b>	<b>62,814</b>	<b>65,000</b>	<b>65,000</b>	<b>19,292</b>
<b>TOTAL ADMINISTRATIVE EXPENSES</b>		<b>1,243,925</b>	<b>1,170,471</b>	<b>1,234,815</b>	<b>1,269,274</b>	<b>543,629</b>
<b>Net Surplus(Deficit)</b>		<b>20,260</b>	<b>44,375</b>	<b>(758)</b>	<b>19,277</b>	<b>77,069</b>

\* Revised budget at 8.31.2020 based on existing staff at 8.31.20 plus a part time engagement person and an allocation of SNB's cost for Federation activities.

\*\* This retainer @ \$2,500 July - October and \$1,800 thereafter.

\*\*\* The Campaign Budget includes 50% of L.Schroeder cost and 70% of telemarketing program (\$14,800 of \$20,500) staffed by Hillel students as part of a leadership program.

The remainder of the telemarketing is funded through Hillel funds. Also, the Campaign costs are offset by any event income obtained at Campaign events.

\*\*\*\* This category includes 25% of L.Schroeder cost.

\*\*\*\*\* This category is the cost H. Safier plus programming for isolated seniors.

JCP FY 2020-2021 (FOUNDATION)  
Administration and Fundraising Budget (Detail)

	2019-2020 Budget	2019-2020 Actual (Preliminary)	2020-21 Original Budget As of 6.24.2020	2020-21 Updated Budget As of 9.30.2020	2020-21 Prelim Actual As of 12.31.2020
<b>INCOME</b>					
Interest Income	7,250	5,758	3,500	3,500	3,312
Fee Income - DA	305,000	312,089	293,000	275,000	143,141
Fee Income Designated	23,000	21,680	23,000	21,000	10,911
Fee Income Agency	15,400	29,158	47,000	27,750	14,634
Fee income - Trust	-	-	-	-	-
Fee Income - Support Income	61,500	65,503	66,000	65,750	33,461
Agency Participation	20,000	20,000	20,000	30,000	30,299
Corporate Sponsorships	-	5,000	5,000	5,000	5,000
B'nai Tzedek	15,000	15,943	15,000	15,000	-
Legacy Society	2,500	2,500	2,500	2,500	-
Operating Endowmnt	59,500	59,103	48,000	58,000	37,727
Contributions	12,500	11,772	20,000	15,000	12,523
Prior Year surplus	50,000	50,000	-	26,120	13,060
IRS Refund of UBTI	-	-	-	-	719
SBA PPP Loan Forgiveness	-	-	-	-	-
<b>TOTAL REVENUE</b>	<b>571,650</b>	<b>598,506</b>	<b>543,000</b>	<b>544,620</b>	<b>304,787</b>
<b>Personnel</b>					
Salaries 40-5011	329,647	326,887	336,210	307,735	171,531
Federal and State Payroll Taxes 40-5013	25,548	24,116	26,056	23,849	10,779
Worker's Compensation 40-5015	1,350	1,697	1,500	1,500	750
Medical,Dental,Disability,Life Ins (Assumes 40-5111)	11,520	12,794	15,359	17,384	6,909
Pension Plan 40-5112	17,209	18,211	16,860	16,263	10,720
WTD / Contract Acctg / Retirement Plan S 40-5016	18,000	18,346	18,000	18,000	8,600
	<b>403,274</b>	<b>402,051</b>	<b>413,985</b>	<b>384,731</b>	<b>209,289</b>
<b>PROFESSIONAL DEVELOPMENT</b>					
Conferences and Meetings 40-5411	7,500	7,929	5,000	5,000	-
<b>SUPPLIES AND PRINTING (65/35)</b>					
Office Supplies & General Printing (Lei 40-5211)	5,725	7,018	6,000	6,000	2,936
Computer Maintenance 40-5214	1,470	722	1,500	1,500	1,365
Software Licenses & Outsourced Repri 40-5212	27,500	31,582	25,000	27,500	24,249
Printer Contracts, monthly fees& Main 40-5213	3,070	5,422	3,100	3,100	1,889
	<b>37,765</b>	<b>44,744</b>	<b>35,600</b>	<b>38,100</b>	<b>30,439</b>
<b>OCCUPANCY</b>					
MJCC Occupancy 40-5311	7,830	7,530	7,900	7,900	3,971
Insurance 40-5312	4,935	4,967	5,000	5,000	2,575
Controlled Access fees and maintenar 40-5510	560	396	600	600	-
	<b>13,325</b>	<b>12,893</b>	<b>13,500</b>	<b>13,500</b>	<b>6,546</b>
<b>TELEPHONE, POSTAGE, INTERNET (65/35)</b>					
Telephone 40-5511	1,855	1,963	1,700	1,700	674
Postage 40-5512	3,290	3,337	3,300	3,300	2,278
Internet & Website 40-5519	5,999	2,492	6,300	6,300	118
	<b>11,144</b>	<b>7,792</b>	<b>11,300</b>	<b>11,300</b>	<b>3,070</b>
<b>Marketing (General Branding 65/35) - Matt</b>					
Advertising (e.g. 4 full page ads in HW 40-5414)	2,555	599	2,750	2,750	2,803
Annual Report (including design, printi 40-5612)	2,100	-	4,000	4,000	-
2 Newsletters (including design, printin 40-5417)	2,800	1,632	1,800	1,800	-
JFS Marketing	-	-	-	-	-
	<b>7,455</b>	<b>2,231</b>	<b>8,550</b>	<b>8,550</b>	<b>2,803</b>
<b>Fundraising - MJF and JFOM</b>					
Marketing 40-6018	4,500	3,938	4,500	4,500	145
Events (includes Outsourcing Coordin 40-4125)	2,500	-	2,500	2,500	-
Lion of Judah	-	-	-	-	-
Donor Cultivation (lunches/coffee) 40-6101	1,250	261	1,000	1,000	128
General Meeting expense (e.g. food fo 40-6102)	750	-	500	500	-
	<b>9,000</b>	<b>4,199</b>	<b>8,500</b>	<b>8,500</b>	<b>273</b>
<b>Programming and Community Impact (includes marketing)* Bluma</b>					
Study - Southern Growth (Board Priori 40-6214)	5,000	5,000	-	-	-
Professional Advisors 40-6207	2,000	4,550	3,000	4,500	150
B'nai Tzedek 40-4374	15,000	15,943	15,000	15,000	866
JFOM 25th Anniversary 40-????	30,000	23,018	-	17,500	16,073
	<b>52,000</b>	<b>48,511</b>	<b>18,000</b>	<b>37,000</b>	<b>17,089</b>
<b>Leadership Development (including Gener 40-5622)</b>	<b>1,000</b>	<b>140</b>	<b>1,500</b>	<b>1,500</b>	<b>96</b>
<b>OTHER EXPENSE</b>					
Annual Meeting 40-5611	1,500	1,269	1,500	1,500	-
Auditing 40-5613	19,000	23,181	20,000	20,000	6,346
Dues and Subscriptions 40-5619	2,000	2,161	1,500	1,500	598
Capital Reserve/Community Ed	-	-	-	-	-
Bank Fees/Credit Card 40-5513	1,140	1,438	1,200	1,200	1,051
Miscellaneous 40-5627	1,500	1,000	1,500	1,500	84
Match for New DA Funds 40-????	-	12,000	-	6,000	-
Community Participation and Outreach (T; 10-5520)	1,500	847	1,200	1,200	-
	<b>26,640</b>	<b>41,896</b>	<b>26,900</b>	<b>32,900</b>	<b>8,079</b>
<b>TOTAL ADMINISTRATIVE EXPENSES</b>	<b>569,103</b>	<b>572,386</b>	<b>542,835</b>	<b>541,081</b>	<b>277,684</b>
<b>Net Surplus/(Deficit)</b>	<b>2,547</b>	<b>26,120</b>	<b>165</b>	<b>3,539</b>	<b>27,103</b>

\* Reduction is based on a price concession from Blackbaud negotiated by S.Gadberry.

\*\* This category includes 25% of the cost of L.Schroeder.

\*\*\* The prior year incentive was for 12 new funds with a \$1,000 match; this revised budget will offer 12 incentives @ \$500 each.

**Security Activities****Budget 2020-2021 (with actual through 12.31.20)**

	Total Budget	Pymts Thru SCN	Forward To JCP Budget	Actual Thru 12.31.20	
<b><u>Income</u></b>					
Secure Community Network (SCN)	77,200.00	77,200.00	-	-	
Memphis Jewish Federation Grant	45,000.00	-	45,000.00	45,000.00	
Memphis Agency Contribution	25,000.00	-	25,000.00	23,000.00	Substantial collections in December.
	<u><b>147,200.00</b></u>	<u><b>77,200.00</b></u>	<u><b>70,000.00</b></u>	<u><b>68,000.00</b></u>	
<b>Total Revenue</b>					
<b><u>Expenses</u></b>					
Personnel	130,000.00	77,200.00	52,800.00	41,100.00	75% of the total assessment for the year.
Radio	4,000.00	-	4,000.00	-	
Travel	-	-	-	-	
Training	-	-	-	-	
Materials	1,000.00	-	1,000.00	-	
Stewardship	2,500.00	-	2,500.00	-	
Law Enforcement award	2,000.00	-	2,000.00	-	
ISRAEL travel for LE partner	-	-	-	-	
Misc equip needs	1,250.00	-	1,250.00	-	
	<u><b>140,750.00</b></u>	<u><b>77,200.00</b></u>	<u><b>63,550.00</b></u>	<u><b>41,100.00</b></u>	
<b>Total Expenses</b>					
Surplus (Deficit)			<u><b>6,450.00</b></u>	<u><b>26,900.00</b></u>	

SENIOR MEALS PROGRAM

	----- CONGREGANT -----			----- HOME DELIVERED -----			----- COMBINED -----		
	2019-20 Actual Congregant	2020-21 Congregant Budget	2020-21 Actual Thru 12.31.20	2019-20 Actual Home Delivered	2020-21 Home Delivered Budget	2020-21 Actual Thru 12.31.20	2019-20 Actual Combined	2020-21 Combined Budget	2020-21 Actual Thru 12.31.20
<b>Revenue Sources</b>									
MIFA	102,412	102,500	64,882	-	-	-	102,412	102,500	64,882
Scheidt	50,000	50,000	25,000	-	-	-	50,000	50,000	25,000
Newberger, Hal	7,400	7,400	3,700	-	-	-	7,400	7,400	3,700
Newberger, Marty	10,000	10,000	5,000	-	-	-	10,000	10,000	5,000
Other Appeals	-	-	-	-	37,309	37,309	-	37,309	37,309
Other Misc	1,700	1,700	480	-	-	-	1,700	1,700	480
Prior Years Surplus	-	1,795	-	8,848	7,750	-	8,848	9,545	-
*** MJF Community Grant	-	-	-	40,000	-	-	40,000	-	***
subtotal	<u>171,512</u>	<u>173,395</u>	<u>99,062</u>	<u>48,848</u>	<u>45,059</u>	<u>37,309</u>	<u>220,360</u>	<u>218,454</u>	<u>136,371</u>
<b>Expenses</b>									
Holy Cow	(142,062)	(143,650)	(74,607)	(47,598)	(47,600)	(22,902)	(189,660)	(191,250)	(97,509)
Meal Worker - Plough Towers	(14,955)	(14,955)	(6,627)	-	-	-	(14,955)	(14,955)	(6,627)
Meal Worker - MJCC	(10,561)	(11,040)	(5,520)	-	-	-	(10,561)	(11,040)	(5,520)
MJF Admin Fee	(3,750)	(3,750)	(1,875)	(1,250)	(1,250)	(625)	(5,000)	(5,000)	(2,500)
subtotal	<u>(171,328)</u>	<u>(173,395)</u>	<u>(88,629)</u>	<u>(48,848)</u>	<u>(48,850)</u>	<u>(23,527)</u>	<u>(220,176)</u>	<u>(222,245)</u>	<u>(112,156)</u>
Surplus (Deficit)	<u>184</u>	<u>-</u>	<u>10,433</u>	<u>-</u>	<u>(3,791)</u>	<u>13,782</u>	<u>184</u>	<u>(3,791)</u>	<u>24,215</u>
Prior Year surpluses @ 7-1-2019		8,231			16,598				
Added (Used) - 2019/20		184			(8,848)				
Used 2020/21 Budget		(1,795)			(7,750)				
Surplus Remainder		<u>6,620</u>			<u>-</u>				

\*\*\* This grant was taken from Above and Beyond gifts and the net was forwarded to the community grants schedule for JFS.

HILLELS OF MEMPHIS

ACCOUNT	2017-2018	Actual	2018-2019	Actual	2019-2020	Actual	2020-2021	Actual
	Budget	FYE 06 30 2018	Budget	FYE 06 30 2019	Budget	FYE 06 30 2020	Budget	FYE 06 30 2021 Thru 12.31.20
Revenue								
3012 Remnanat Fund Endowment	200.00	65,091.00	65,091.00	66,909.00	92,028.00	92,028.00	93,965.00	93,965
3015 Member Fees/Parking	-	80.00	-	160.00	200.00	200.00	-	40
3117 Yiddishe Cup Sponsorships	-	15,474.00	12,500.00	14,462.00	17,500.00	11,964.00	17,500.00	118
3313 Grant Income	-	2,800.00	1,800.00	-	-	1,800.00	7,800.00	-
3120 Donations	50,000.00	54,447.05	50,000.00	58,626.00	2,500.00	926.00	2,500.00	578
3112 Miscellaneous Income	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>50,200.00</b>	<b>137,892.05</b>	<b>129,391.00</b>	<b>140,157.00</b>	<b>112,228.00</b>	<b>106,918.00</b>	<b>121,765.00</b>	<b>94,701.00</b>
Operating Expenses								
5011 Salaries	57,000.00	55,721.15	57,000.00	51,035.94	60,000.00	60,000.00	60,000.00	30,000
5013 FICA Taxes	4,360.50	4,141.48	4,361.00	3,789.72	4,590.00	4,826.38	4,650.00	2,353
5014 TN Unemployment Taxes	333.60	489.01	490.00	246.83	300.00	231.00	300.00	-
5111 Employee Insurance	3,887.35	3,414.60	3,750.00	3,494.81	100.00	(28.88)	100.00	58
5112 Employee Pension Plan	-	-	-	2,341.77	-	-	3,600.00	1,800
5412 Recruitment Expense	-	-	-	3,392.39	-	1,000.00	-	-
5211 Office Supplies	-	1,835.02	2,000.00	342.13	1,000.00	214.85	1,000.00	179
5214 Computer Maintenance	-	32.46	750.00	208.75	375.00	239.00	375.00	48
5312 Insurance	-	1,300.00	1,300.00	1,300.00	1,400.00	-	1,400.00	700
5313 Building/Ground Maintenance	-	2,530.91	3,750.00	11,422.58	20,000.00	18,535.08	10,000.00	8,016
5411 Conferences/meetings/leadership/	-	2,510.80	3,500.00	1,070.28	2,500.00	759.72	500.00	-
5314 Equipment Maintenance	-	567.58	1,000.00	261.05	500.00	150.00	500.00	-
5315 Utilities/Direct TV	-	5,150.50	5,500.00	4,885.16	5,500.00	4,826.61	5,500.00	2,310
5511 Telephone/Internet/Web	-	1,190.59	1,100.00	1,014.62	1,200.00	2,041.54	3,200.00	1,088
5512 Postage	-	50.00	-	416.82	100.00	-	100.00	-
5513 Bank Charges/Credit Card Fees	-	-	-	-	-	-	-	-
5016 Professional Services	-	-	-	-	-	-	-	-
5619 Dues & Subscriptions	-	-	-	270.93	300.00	-	-	-
5627 Miscellaneous	-	1,021.60	1,000.00	-	1,000.00	106.60	1,000.00	25
5628 Management Fees to MJF	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00	6,250
5630 Community Programs/Capital Rese	-	-	-	-	-	-	-	-
6018 Marketing	-	1,811.53	3,000.00	4,324.60	3,000.00	7,717.52	3,000.00	627
5414 Advertising	0	332.00	-	2,387.00	-	-	5,012.00	2,397
<b>Total Operating Expenses</b>	<b>80,581.45</b>	<b>97,099.23</b>	<b>103,501.00</b>	<b>107,205.38</b>	<b>116,865.00</b>	<b>115,619.42</b>	<b>115,237.00</b>	<b>55,851.00</b>
ACCOUNT	2017-2018	Actual	2018-2019	Actual through	2019-2020	Actual	2020-2021	Actual
	Budget	FYE 06 30 2018	Budget	FYE 06 30 2019	Budget	FYE 06 30 2020	Budget	Thru 11.30.21
Programming Expenses								
4100 Hillel Programs	-	7,030.63	7,500.00	8,832.43	7,500.00	7,429.53	3,500.00	742
4126 Weekly Bagel Brunches	-	-	-	-	-	-	400.00	-
4127 Coffee Meetings	-	-	-	-	-	-	250.00	-
4128 JLF Dinners	-	-	-	-	-	-	600.00	-
4119 Hillel Monthly Dinners	7,030.63	-	-	2,510.10	3,000.00	1,904.50	3,000.00	819
4120 Interfaith Seder	-	1,742.60	-	1,425.00	2,000.00	-	2,000.00	-
4118 Golf Tournament	-	693.05	500.00	574.89	1,000.00	642.49	1,000.00	-
4121 Open House	-	-	-	-	-	1,442.73	-	-
4122 Special Events	1,500.00	5,905.60	-	-	-	-	2,000.00	(500)
4351 Scholarships-Fall	-	375.00	2,000.00	476.00	1,000.00	-	-	-
4442 Birthright Israel	-	-	981.00	980.71	-	-	-	-
4129 Stipends For JLF	-	-	-	-	-	-	7,800.00	4,000
4130 Stipends For Leadership Program	-	-	-	-	-	-	5,700.00	2,344
<b>Total Programming</b>	<b>8,530.63</b>	<b>15,746.88</b>	<b>10,981.00</b>	<b>14,799.13</b>	<b>14,500.00</b>	<b>11,419.25</b>	<b>26,250.00</b>	<b>7,404.60</b>
Surplus (Deficit)	<b>(38,912.08)</b>	<b>25,045.94</b>	<b>14,909.00</b>	<b>18,152.49</b>	<b>(19,137.00)</b>	<b>(20,120.67)</b>	<b>(19,722.00)</b>	<b>31,445.40</b>

Memphis Jewish Federation  
 PJ Library Worksheet - 2020-2021 Budget with Interim Actual Results

	Actual FY 2019-20	Budget FY 2020-2021	Actual FY 2020-21 (Thru 12.31.20)
IPEG Grant	8,000 *	-	- Grant has ended.
HGF Programming Funds	5,338	4,800	2,380.00
CRM Pledge	15,118	15,072	15,072.00
Programming Cost	(6,463)	(6,500)	(1,126.83)
Staffing Cost	-		
Books Cost	(13,460)	(13,500)	(8,067.99)
Net Surplus (Cost)	<u>8,533</u>	<u>(128)</u>	<u>8,257.18</u>

\$150,000	\$111,401.72	74.27%	\$8,500.00	\$11,439.70	\$11,439.70
\$110,000	\$91,283.84	82.99%			
\$150,000	\$83,806.00	55.87%	\$575.00		\$575.00
\$20,000	\$20,000.00	100.00%	\$0.00		\$0.00
\$40,000	\$12,500.00	31.25%	\$38,600.00		\$38,600.00
\$7,500,000	\$5,618,357.76	74.91%			
\$100,000	\$100,000.00	100.00%			
	\$7,500.00				
\$113,294	\$94,558.36	83.46%			

100% participation

Number of Board Members

62  
63

98.41%

1

Number of gifts

123

2021

\$1,446,118.07

2022

\$1,395,351.62

2023

\$1,397,176.62

Number of Donors

Total Gift Amount

39

\$14,685.40

Amount

- \$12,675.00
- \$1,652.00
- \$772.00
- \$1,504.00
- \$8,007.00
- \$12,274.00
- \$99,774.72
- \$2,225,400.00
- \$3,000.00

\$122,721.53

\$96,205.00

\*A small percentage of lost unrestricted have moved to restricted.

**Jewish Community Partners, Inc.**  
**Summary of Investment Returns and Fund Balances**  
**December 31, 2020**

	<u>Month</u>	<u>Year-to-date</u>	<u>1 year</u>	<u>3 year</u>	<u>5 year</u>	<u>10 year</u>	<u>Fund Balances</u>
<b>Memphis Jewish Federation Endowment Funds</b>							
Jewish Community Endowment Pool (JCEP)	2.90%	7.90%	7.90%	6.00%	7.20%	5.90%	701,974.88
Vanguard Institutional Advisory Services (VIAS) (100%)	3.45%	14.56%	14.56%	8.33%	n/a	n/a	19,243,593.60
LifeStrategy Moderate Growth 60% Equity/40% Fixed (VSMGX)	3.09%	13.59%	13.59%	8.84%	9.71%	8.11%	74,922.51
<b>Total Memphis Jewish Federation Endowment Funds</b>							<b>20,020,490.99</b>
<b>Jewish Foundation of Memphis Endowment Funds</b>							
Jewish Community Endowment Pool (JCEP)	2.90%	7.90%	7.90%	6.00%	7.20%	5.90%	157,204.80
Vanguard Institutional Advisory Services (VIAS)	3.38%	13.78%	13.78%	8.11%	n/a	n/a	1,516,546.86
Israel Investment ETF - ISRA	10.99%	28.21%	28.21%	14.74%	10.49%	n/a	35,745.82
Money Market Funds	<i>Average earnings approximately 1.47%</i>						62,832.13
<b>Total Jewish Foundation of Memphis Endowment Funds</b>							<b>1,772,329.61</b>
<b>Jewish Foundation of Memphis Agency, DAF, Designated &amp; Family Foundations:</b>							
Jewish Community Endowment Pool (JCEP)	2.90%	7.90%	7.90%	6.00%	7.20%	5.90%	20,097,326.61
Vanguard Institutional Advisory Services (VIAS)	3.38%	13.78%	13.78%	8.11%	n/a	n/a	5,869,716.81
Short Term Bond Index 100% Fixed (VBIRX)	0.12%	4.69%	4.69%	3.62%	2.70%	2.09%	161,194.55
LifeStrategy Income 20% Equity/80% Fixed (VASIX)	1.21%	9.13%	9.13%	6.56%	6.24%	5.17%	686,488.00
LifeStrategy Conservative Growth 40% Equity/60% Fixed (VSCGX)	2.13%	11.51%	11.51%	7.78%	8.03%	6.65%	2,963,411.00
LifeStrategy Moderate Growth 60% Equity/40% Fixed (VSMGX)	3.09%	13.59%	13.59%	8.84%	9.71%	8.11%	19,560,487.00
LifeStrategy Growth 80% Equity/20% Fixed (VASGX)	4.05%	15.45%	15.45%	9.79%	11.32%	9.38%	10,453,335.00
Stock Market Index Fund 100% Equity (VTSAX)	4.46%	20.99%	20.99%	14.49%	15.42%	13.78%	6,632,263.18
Israel Investment ETF - ISRA	10.99%	28.21%	28.21%	14.74%	10.49%	n/a	35,429.64
Money Market Funds	<i>Average earnings approximately 1.47%</i>						4,734,819.35
<b>Total Jewish Foundation of Memphis Investment Options:</b>							<b>71,194,471.14</b>

2020	12/31/2020	YTD
GIFTS	3,461,167.98	14,273,697.05
GRANTS	1,610,470.25	7,924,138.34
NET	1,850,697.73	6,349,558.71

Support Organizations	2 funds
Donor Advised Funds	364 funds
Designated Funds	57 funds
B'nai Tzedek Funds	77 funds
Custodial Funds	50 funds

S&P 500	3.84%	18.40%	18.40%	14.18%	15.22%	13.88%
36% CRSP US Total Market Index, 28% Barclays U.S. Aggregate Float Adjusted Index, 24% FTSE Global All Cap ex US Index, and 12% Barclays Global Aggregate ex-USD Float Adjusted RIC Capped Index as of July 1, 2015	3.01%	14.50%	14.50%	9.26%	10.03%	8.51%
Barclays U.S. 1-5 Year Government/Credit Float-Adj Spliced Idx	0.17%	4.71%	4.71%	3.69%	2.77%	2.19%

**Outside Manager:**

Edward Jones	3,534,560.31
Highland Capital	3,155,446.86
<b>TOTAL</b>	<b>\$99,677,298.91</b>

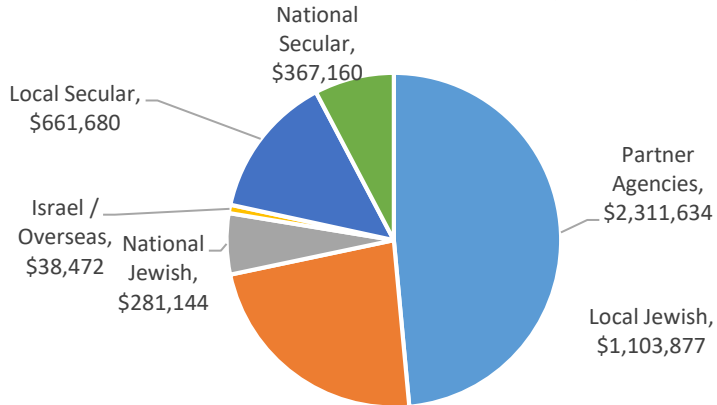
**JFOM Dashboard**  
**FY Activity July 2020 - December 31, 2020**



	<b>Gifts</b>	<b>Value</b>	<b>Grants Awarded</b>	<b>Value</b>
Donor Advised Funds	\$5,472,702	\$ 27,564,995	Partner Agencies	\$2,311,634
Designated Funds	\$4,283,715	\$ 12,693,926	Local Jewish	\$1,103,877
Agency Funds	\$743,047	\$ 18,886,358	National Jewish	\$281,144
B'nai Tzedek Funds	\$1,493	\$ 242,124	Israel / Overseas	\$38,472
Supporting Organizations	\$0	\$ 42,840,826	Local Secular	\$661,680
			National Secular	\$367,160
<b>TOTAL</b>	<b>\$10,500,958</b>	<b>\$ 102,228,229</b>	<b>TOTAL</b>	<b>\$4,763,967</b>

<b>Number of Funds</b>	<b>New</b>	<b>Total</b>	<b>Investment Returns:</b>	<b>YTD (Calendar as of 12/31/2020)</b>
Donor Advised Funds	95	364	JCEP	n/a
Designated Funds	2	57	Vanguard Institutional Advisory Services (VIAS)	13.78%
Agency Funds	1	50	Short Term Bond Index 100% Fixed	4.69%
B'nai Tzedek Funds	4	77	LifeStrategy Income 20% Equity/80% Fixed	9.13%
Supporting Organizations		<u>2</u>	LifeStrategy Conservative Growth 40% Equity/60% Fixed	11.51%
			LifeStrategy Moderate Growth 60% Equity/40% Fixed	13.59%
<b>TOTAL</b>	<b>102</b>	<b>550</b>	LifeStrategy Growth 80% Equity/20% Fixed	15.45%
			Stock Market Index Fund 100% Equity	20.99%
			Israel ETF - ISRA	28.21%

**Grants Awarded by Program Area**



**Number of Funds**

