



**Jewish Foundation of Memphis
Board of Directors Meeting
March 24, 2023
5:00 p.m. MJCC Board Room**

The Mission
of the
Jewish Foundation of Memphis

Encourage Charitable Giving
∞
Support Partner Agency Endowment
Development
∞
Build and Sustain a Vibrant Jewish
Community

AGENDA

- | | |
|--|----------------|
| I. Welcome & Action Items | Jason Salomon |
| a. Approval of Minutes* | |
| b. Foundation Grant Approval* | |
| II. New partner Agency Criteria and Approval Process* | Laura Linder |
| a. Recommendation to approach | |
| • Plough Towers | |
| • Chabad Lubavitch of Tennessee | |
| III. Financial Overview | |
| a. Budget Approval* | Laura Kaplan |
| b. Update on Fraudulent checks | Sheri Gadberry |
| IV. Nominating Committee | Laura Linder |
| V. Adjournment | Jason Salomon |

*Attachments

Board of Directors Board Meeting

March 16, 2023, 5:30 pm

MINUTES

On March 16, 2023, Jewish Foundation of Memphis held a Board Meeting to conduct its business in the MJCC Board Room.

At 5:30 pm, Mr. Jason Salomon, Chair of the Jewish Foundation of Memphis, called the meeting to order.

Jewish Foundation of Memphis Board of Trustees in Attendance

Dot Bilsky, Stanley Bilsky, Judy Bookman, Marlene Gerson, Helen Gronauer, Emily Lennon, Alla Lubin, Anthony Morrison, Wendy Rotter, Judy Royal, Jason Salomon, Elkan Scheidt, Elaine Skopp, and Jeff Wallace.

Jewish Community Partners Staff in Attendance

Sheri Gadberry, Laura Kaplan, Laura Linder, and Jessica Weiss.

Guest in Attendance

Steve Wishnia

Mr. Salomon called for approval of the December 14, 2022, Board Minutes. Jeff Wallace moved to approve the minutes, and Elaine Skopp seconded the motion. The December 14, 2022, Board Minutes were approved.

Foundation Grants

Mr. Salomon reviewed the grants list previously shared with the board. Grants from December 2022 through February 2023 total \$4,604,475.92. Jeff Wallace moved to approve the grants and Anthony Morrison seconded the motion. Grants from December 2022 through February 2023 were approved.

Action Items

Laura Linder, JCP President & CEO, presented an item that need Board approval.

Signatory Policy: Laura K. Linder, President and CEO of Jewish Community Partners, Laura Kaplan, VP of Finance and Operations, and Sheri Gadberry, EVP and Senior Philanthropic Officer, have authority to sign any document on behalf Jewish Foundation of Memphis in the following instances:

- Creating and updating bank accounts for fund holders and support organizations.
- Signing any contract within the scope of the approved budget.
- Legal and compliance documents required to maintain tax status.
- Applications for additional funding to support our charitable purpose.

Any situations that fall outside the scope of this resolution will be presented to the Chair and when applicable, brought to the board for approval. No material changes to the organization's financial status shall be made without board approval.

Helen Gronauer moved to approve, and Alla Lubin seconded the motion. The Signatory Policy is approved.

Life and Legacy Plus

LIFE & LEGACY's long-term goals have always been to normalize legacy giving and to build cultures of giving within communities and organizations. We know this happens over time and takes dedicated resources, both human and financial. To honor the work you have already accomplished, Harold Grinspoon Foundation is committing additional funding for your use over the next four years. Foundation staff will focus on donor advised fund holders with the goal of creating guiding documents for each one.

Agency Presentation

Laura Yacoubian, Temple Israel Director of Development, reviewed the importance of legacy giving. Mrs. Yacoubian gave the board an overview of their Tikvah Society which promotes legacy giving and have received 24 positive confirmations of 2.7 million in future gifts.

Financial Overview

Laura Linder reviewed the Operational Budget which shows the Foundation is tracking ahead of fees and anticipating a surplus in the budget.

Elkan Scheidt, VC Investment, reviewed the Investment Summary of Returns which have changed significantly since 1/31/23. Rates have risen rapidly which have caused bank failures.

Discussion Items

Steve Wishnia, Expansion Committee member, gave an overview and history of Foundation Partner Agencies. The original 4 were MJCC, JFS, MJF and MJHR. Jason Salomon reviewed the New Partner Agency Guidelines:

It is proposed by the Expansion Committee that the Jewish Foundation of Memphis Board of Directors approve opening up the Foundation to new partner agencies with the following conditions:

- \$10,000 buy-in per year for 10 years (fee may be prorated if the organization is approved in the middle of a fiscal year) unless otherwise altered by the Board of Directors;
- After 10 years agency is eligible for fee reduction unless otherwise altered by the Board of Directors; and
- Organization must be based in Memphis/midsouth, be Jewish in its focus/practice, have local paid staff, active lay leadership and have a physical office/building. Service area exclusive to Memphis/midsouth.

New partner agencies will be eligible for full membership benefits, including:

- Access to JFOM programs (e.g. Life and Legacy, Life and Legacy Plus)
- Inclusion in the JFOM Needs list that is sent to fund holders
- Partner agency fund administrative fees for custodial assets invested with JFOM's platform (10 bp vs 50 bp)
- One appointee to the JFOM board of directors
- Annual endowment/legacy training for their board of directors
- Endowment solicitation support

Discussion:

Elkan Scheidt- What would we do with the income? Should we reduce agency fee?

Emily Lennon – Are we screening for longevity? What is the process? Are Foundation staff vetting the agency?

Anthony Morrison moved to approve the Partner Agency Proposal and Wendy Rotter seconded the motion. The New Partner Agency Proposal was approved.

The meeting was adjourned at 6:30 pm.

Grant Approval March 2023 - May 2023

grantee_name	amount	city	state
AARP Foundation	25.00	Washington	DC
Ahead with Horses	4,000.00	Shadow Hills	CA
Akiva School	3,250.00	Nashville	TN
All 4S Rescue League	1,000.00	Arlington	TN
Alzheimer's Foundation of America	50.00	New York	NY
American Cancer Society	100.00	Memphis	TN
American Civil Liberties Union Foundation, Inc.	208.00	New York	NY
American Friends of Leket Israel	5,000.00	Teaneck	NJ
American Friends of Livnot U'Lehibanot	1,800.00	Boca Raton	FL
American Friends of Yeshivat Hakotel	25,000.00	Bergenfield	NJ
American Heart Association	154.00	Metairie	LA
American Jewish Committee	358.00	New York	NY
American Red Cross	1,100.00	Boone	IA
Anti-Defamation League Foundation	640.00	Washington	DC
ArtsMemphis	500.00	Memphis	TN
Ballet Memphis	350.00	Memphis	TN
Baron Hirsch Congregation	5,239.39	Memphis	TN
BBYO - Delta Region	2,800.00	Washington	DC
Beber Camp	100.00	Rockville	MD
Bellevue Foundation, Inc.	1,000.00	Cordova	TN
Beth Sholom Synagogue	128,264.60	Memphis	TN
B'nai B'rith International	120.00	Washington	DC
B'nai Zion Congregation	48.00	Chattanooga	TN
Bornblum Jewish Community School	147,395.54	Memphis	TN
Boy Scouts of America - Chicakasaw Council	213.12	Memphis	TN
Boys & Girls Clubs of Greater Memphis	150.00	Memphis	TN
Camp HASC	166.00	Brooklyn	NY
Camp Ohel Inc	100.00	Far Rockaway	NY
Camp Sabra	5,178.00	St. Louis	MO
Central High School	6,061.36	Memphis	TN
Chabad Center at University of Colorado, Inc.	5,000.00	Boulder	CO
Chabad Lubavitch of Tennessee	5,500.00	Memphis	TN
Choices: Memphis Center for Reproductive Health	299.00	Memphis	TN
Church Health	16,100.00	Memphis	TN
Circuit Playhouse, Inc.	100.00	Memphis	TN
Collat Jewish Family Services	1,100.00	Birmingham	AL
Committee for Accuracy in Middle East Reporting in America, Inc.	100.00	Boston	MA
Congregation Beth Aaron of Teaneck	225.00	Teaneck	NJ
Congregation Beth Abraham of Bergenfield	720.00	Bergenfield	NJ
Congregation Beth Jacob	590.00	Atlanta	GA
Congregation Chasdei Lev	180.00	Brooklyn	NY
Congregation Ocean Reef	3,157.32	Key Largo	FL
Congregation Sherith Israel	5,000.00	Nashville	TN
Crime Stoppers	3,500.00	Memphis	TN
Davis Phinney Foundation for Parkinson's	100.00	Louisville	CO
Diocese of Memphis Roman Catholic Church	2,500.00	Memphis	TN
Disabled American Veterans	258.00	Cincinnati	OH
Dixon Gallery and Gardens	100.00	Memphis	TN

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Doctors Without Borders	250.00	Hagerstown	MD
Dorothy Day House	500.60	Memphis	TN
Equal Justice Initiative	100.00	Montgomery	AL
Facing History and Ourselves	3,430.00	Memphis	TN
FINCA International, Inc.	100.00	Washington	DC
First Presbyterian Church	118.08	Memphis	TN
Florida Atlantic University Foundation	25,000.00	Boca Raton	FL
Friends of the Israel Defense Forces Southeast Region	750.00	New York	NY
Friends of United Hatzalah	800.00	New York	NY
G.A.M.E., Inc. dba Picklemania	500.00	Memphis	TN
Germantown Performing Arts Center	1,250.00	Memphis	TN
Girls on the Run Memphis	259.00	Memphis	TN
Grace Rescue for Southern Paws Inc.	750.00	Holly Springs	MS
Habitat for Humanity of Greater Memphis	100.00	Memphis	TN
Hadassah Hub--Super South	99.33	Dunwoody	GA
Hadassah, The Womens Zionist Organization of America	1,500.00	Washington	DC
Happidog Animal Rescue Inc.	100.00	Lakeland	TN
Henry S. Jacobs Camp	1,800.00	Utica	MS
Herb Kosten Foundation	250.00	Memphis	TN
HIAS	500.00	Washington	DC
Hillel International Foundation	72.00	Washington	DC
Hillel of Memphis	134,925.03	Memphis	TN
Humane Educational Society	50.00	Chattanooga	TN
Inheritance Project Ltd	10,000.00	New York	NY
Innocence Project New Orleans	50.00	New Orleans	LA
International Rescue Committee, Inc.	200.00	Albert Lea	MN
Iris Orchestra, Inc	5,100.00	Germantown	TN
Israel Food Distribution	500.00	Passaic	NJ
Jay Uiberall Foundation	466.00	Memphis	TN
Jewish Children's Regional Service	100.00	Metairie	LA
Jewish Historical Society of Memphis	108.00	Germantown	TN
Jewish National Fund	180.00	Hicksville	NY
Jewish Resource Center - Chabad of Vail	100.00	Vail	CO
Jewish Telegraphic Agency	180.00	New York	NY
Jewish Theological Seminary of America - Torah Fund	396.00	Memphis	TN
JFS at the Memphis Jewish Community Center	364,459.82	Memphis	TN
Joint Distribution Committee	50,100.00	New York	NY
Junior Achievement of Memphis & the Mid-South	439.43	Cordova	TN
Just City Memphis	30.00	Memphis	TN
Ladies Bikur Cholim D'Satmar	100.00	Brooklyn	NY
Lakedras Chance Wildlife Rescue and Education	500.00	Lakeland	TN
Le Bonheur Childrens Hospital Foundation	830.00	Memphis	TN
LeBonheur Club, Inc.	1,000.00	Memphis	TN
LeMoyne Owen College	150.00	Memphis	TN
LITE Memphis	500.00	Memphis	TN
Macular Degeneration Association	100.00	Sarasota	FL
Make-A-Wish Foundation of the Mid-South	1,950.00	Memphis	TN
Margolin Hebrew Academy/FYOS	39,050.86	Memphis	TN
Mazon - A Jewish Response to Hunger	150.00	Los Angeles	CA

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McKamey Animal Center	50.00	Chattanooga	TN
Memphis Animal Services	312.15	Memphis	TN
Memphis Botanic Garden Foundation, Inc.	600.00	Memphis	TN
Memphis Development Foundation dba Orpheum Theatre	1,500.00	Memphis	TN
Memphis Humane Society	500.00	Memphis	TN
Memphis Jewish Community Center	39,602.18	Germantown	TN
Memphis Jewish Federation	61,598.01	Germantown	TN
Memphis Jewish Home & Rehab	4,136.00	Cordova	TN
Memphis Kollel	1,000.00	Memphis	TN
Memphis Opportunity Scholarship Trust	4,250.00	Memphis	TN
Memphis River Parks Partnership	5,000.00	Memphis	TN
Memphis Symphony Orchestra	832.00	Memphis	TN
Memphis University School	16,000.00	Memphis	TN
Memphis Zoo	3,950.00	Memphis	TN
Metropolitan Inter-Faith Association	7,600.00	Memphis	TN
Miano academy	2,000.00	Bradenton	FL
Mid-South Food Bank	25,583.93	Memphis	TN
Mothers Against Drunk Drivers	100.00	Irving	TX
MS Gift	500.00	New York	NY
NAACP - National Association for the Advancement of Colored People	100.00	Memphis	TN
Naaleh School for Girls A NJ Nonprofit Corporation	550.00	Fair Lawn	NJ
National Ornamental Metal Museum	150.00	Memphis	TN
NCSY Midwest	99.00	Skokie	IL
North American Friends of Moed Inc.	100.00	Woodmere	NY
Oakwood School	500.00	North Hollywood	CA
Ocean Reef Medical Center Foundation Inc.	-	Key Largo	FL
Orthodox Union	600.00	New York	NY
OUTMemphis	102.00	Memphis	TN
Overton Park Shell, Inc.	50.00	Memphis	TN
Page Robbins Adult Day Center	250.00	Collierville	TN
Pancreatic Cancer Action Network	1,000.00	Manhattan Beach	CA
Penn Foundation Inc.	250.00	Sellersville	PA
PetMatchMaker	2,687.00	Bartlett	TN
Planned Parenthood Federation of America	5,000.00	Washington	DC
Planned Parenthood of Tennessee and N. Mississippi	740.00	Memphis	TN
Plough Towers	750.00	Memphis	TN
Porter Leath Home	150.00	Memphis	TN
Professional Mediation Board of Standards	200.00	Hackensack	MN
Promontory Foundation	10,000.00	Park City	UT
Pups without Borders	8,000.00	Van Nuys	CA
Regional One Health Foundation	2,500.00	Memphis	TN
Ronald McDonald House	100.00	Memphis	TN
Shir Bamidbar, Inc.	1,800.00	Elkins Park	PA
Shriners Hospitals for Children	219.00	Topeka	KS
Soulsville	2,000.00	Memphis	TN
Southern Reins Center for Equine Therapy	500.00	Collierville	TN
S.O. What! Foundation	500.00	Memphis	TN
St. Jude Children's Research Hospital	5,075.00	Memphis	TN
Temple Israel	55,581.69	Memphis	TN

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Temple Israel Brotherhood	2,200.00	Memphis	TN
The Chicago Center	250.00	Lincolnwood	IL
The Jerusalem Fund: Aish	500.00	Clifton	NJ
The Jewish Federation of Oxford, Mississippi	250.00	Oxford	MS
The Jewish Federations of North America	220.80	New York	NY
The Southern Jewish Historical Society	50.00	Marietta	GA
The Susan G. Komen Breast Cancer Foundation	240.00	Dallas	TX
The Tikvah Fund	5,000.00	New York	NY
The University of Texas at Austin	20,000.00	Austin	TX
The University of Texas MD Anderson Cancer Center	50.00	Houston	TX
The Village at Germantown Foundation	500.00	Germantown	TN
Thrive Memphis	250.00	Memphis	TN
Torah Day School of Atlanta, Inc.	2,000.00	Atlanta	GA
United States Holocaust Memorial Museum	54.00	Washington	DC
University of Denver	10,000.00	Denver	CO
University of Memphis Foundation	16,800.00	Memphis	TN
University of Tennessee Foundation	2,500.00	Memphis	TN
Vanderbilt Law School	1,000.00	Nashville	TN
Vanderbilt University	1,000.00	Nashville	TN
Veterans of Foreign Wars of the United States Dept of Tennessee	108.00	Memphis	TN
Washington Institute for Near East Policy	5,000.00	Washington	DC
West Cancer Foundation	20,100.00	Germantown	TN
Westcoast Black Theatre Troupe Of Florida, Inc.	2,500.00	Sarasota	FL
WKNO - FM and TV	504.00	Cordova	TN
Wounded Warrior Project Inc.	108.00	Topeka	KS
Yeshiva Ohr Yisrael of Atlanta	1,180.00	Atlanta	GA
Young Israel of Century City	180.00	Los Angeles	CA
Young Israel of Memphis	38,111.00	Memphis	TN
Young Israel of the West Side	830.00	New York	NY
	TOTAL	1,440,998.24	

Jewish Foundation of Memphis New Partner Agency Criteria and Approval Process

Welcome to the Jewish Foundation of Memphis (JFOM) and thank you for your interest in becoming a partner agency. This document outlines the criteria by which partner agencies are approved as well as defines the responsibilities of both the agency and JFOM. Based on our experience, successful outcomes are dependent upon the commitment level of the partner agency to making endowment giving a priority.

JFOM Partner Agencies have access to all of the Foundation's resources and benefit from the Foundation's 30 years of experience in all areas of charitable gift planning. Since 1995, the JFOM has served as a charitable giving resource for 100's of donors, professional advisors, and Jewish organizations. Proudly, the foundation has helped create a culture of legacy and endowment giving across the entirety of the Memphis Jewish community resulting in millions of dollars of pipeline gifts.

Given this success, and its desire to broaden its impact, at its March 16, 2023, meeting, the Board of Directors of the Jewish Foundation of Memphis formally approved taking on new partner agencies. JFOM staff will present and the board will approve, new agencies for membership in the Foundation. Only those organizations that are financially sound, have strong governance, and a diverse donor base will be considered for membership as each of these factors is important in determining future success in endowment fundraising.

Organizations seeking to partner with the Jewish Foundation:

1. Are tax-exempt in accordance with the IRS;
2. Have been in existence for at least 5 years;
3. Have a diverse and committed donor base with a history of giving that can support an endowment effort; and no single donor who supports in excess of 20% of the annual budget;
4. Have a balanced operating budget for the three years leading up to application as a partner agency.

Upon acceptance, partner agencies agree to:

1. A \$10,000 annual partner agency fee (fee may be prorated if the organization is approved in the middle of a fiscal year) unless otherwise altered by the Board of Directors;
2. After 10 years agency is eligible for fee reduction unless otherwise altered by the Board of Directors prior; and
3. Organization must be based in Memphis/midsouth, be Jewish in its focus/practice, have local paid staff, active lay leadership and have a physical office/building. Service area exclusive to Memphis/midsouth.

New partner agencies will be eligible for full membership benefits, including:

1. Access to JFOM programs (e.g. Life and Legacy, Life and Legacy Plus);
2. Inclusion in the JFOM Needs list that is sent to fund holders;
3. Partner agency fund administrative fees for custodial assets invested with JFOM's platform (10 bp vs 50 bp);
4. One appointee to the JFOM board of directors;
5. One appointed to the JCP Investment Committee (if the agency's endowment fund(s) is part of the JCP pool);
6. Annual endowment/legacy training for their board of directors
7. Endowment solicitation support;

Prospective agencies will be approved for membership by the Board of Directors as recommended by the staff. Organizations wishing to join may apply via a formal letter, signed by the Executive Director and Chair of the Board of Directors. Included with the letter of application will be a copy of the board meeting minutes indicating approval of all membership criteria by its board of directors.

Organizations must agree to be bound by all of the terms and provisions of the Bylaws of the Jewish Foundation of Memphis, as amended from time to time.

A quorum of the board of directors of the Jewish Foundation of Memphis will be required for a vote to occur. A majority of the board members present will be required for the approval of any applicant organization.

Administration, Fundraising, and Program Budget (Detail) - JFOM

		2020-21	2020-2021	2021-2022	2021-2022	2022-2023	2022-2023	2023-2024	
		Final	Actual	Budget	Actual	Budget	Projected	Budget	
		Budget				Pro Forma	As of 3.19.23	Pro Forma	
INCOME									
Interest Income		3,500	5,645	3,500	8,279	5,500	10,000	10,000	
Fee Income - DA		275,000	303,924	295,000	414,596	365,000	415,753	405,000	
Fee Income Designated		21,000	34,890	30,000	81,913	90,000	108,000	106,000	
Fee Income Agency/Endowment		27,750	33,468	30,000	16,290	22,500	22,800	22,500	
Fee income - Trust		0		0					
Fee Income - Support Income		65,750	68,220	66,000	68,767	74,000	108,000	125,000	
Agency Participation		70,500	70,500	70,500	70,500	70,500	67,532	67,500	
Corporate Sponsorships		5,000	5,000	5,000	5,000	5,000	0	5,000	
B'nai Tzedek		15,000	16,792	15,500	17,516	15,000	15,000	16,000	
Legacy Society		2,500	2,500	2,500	2,500	2,500	2,500	2,500	
Operating Endowment		58,000	61,701	60,000	62,212	60,000	62,000	60,000	
Contributions		15,000	18,962	15,000	13,403	15,000	12,500	12,500	
Prior Year surplus		26,120	26,120	0	0	54,000	54,000	120,000	Looking at new policy for distribution of excess rev
SBA PPP Loan Forgiveness		0		58,800	58,800	0	0	0	
Sale of Realty by JFM		0	0	0	0	0	4,375	0	
TOTAL REVENUE		585,120	647,722	651,800	819,776	779,000	882,460	952,000	
Personnel									
Salaries	40-5011	307,735	331,223	366,083	392,651	456,268	401,162	570,941	Reallocation of salaries
Federal and State Payroll Taxes	40-5013	23,849	21,817	28,371	27,241	35,361	30,689	44,248	
Worker's Compensation	40-5015	1,500	1,500	1,150	1,214	1,350	936	1,350	
Medical,Dental,Disability,Life Ins	40-5111	17,384	14,211	16,429	15,061	32,110	23,995	30,636	
Pension Plan	40-5112	16,263	19,477	21,048	23,625	24,108	22,401	25,403	
WTD / Contract Acctg / Retirement Plan Services	40-5016	18,000	19,453	19,000	18,956	20,000	22,530	22,000	
		384,731	407,681	452,081	478,748	569,198	501,713	694,578	
PROFESSIONAL DEVELOPMENT									
Conferences and Meetings	40-5411	5,000	605	7,500	3,755	7,500	3,500	7,500	
SUPPLIES AND PRINTING (65/35)									
Office Supplies & General Printing (Letterhead, envelopes, etc)	40-5211	6,000	4,655	7,000	8,267	9,500	11,443	12,500	
Computer Maintenance	40-5214	1,500	4,085	1,500	5,089	3,000	5,009	5,000	
Software Licenses & Outsourced Report Writing (not subject to	40-5212	27,500	51,801	37,500	64,066	37,500	39,483	40,000	
Printer Contracts, monthly fees& Maintenance	40-5213	3,100	4,150	4,000	3,893	4,250	3,488	4,250	
		38,100	64,691	50,000	81,315	54,250	59,423	61,750	
OCCUPANCY									
MJCC Occupancy	40-5311	7,900	7,942	8,000	8,398	8,750	8,748	9,710	
Insurance	40-5312	5,000	5,080	5,000	7,980	6,250	7,600	8,000	
Controlled Access fees and maintenance	40-5510	600	315	600	926	600	450	600	
		13,500	13,337	13,600	17,304	15,600	16,798	18,310	
TELEPHONE, POSTAGE, INTERNET (65/35)									
Telephone	40-5511	1,700	1,349	2,000	1,364	1,750	1,601	1,750	
Postage	40-5512	3,300	4,738	3,300	2,955	3,500	3,100	3,500	
Internet & Website	40-5519	6,300	952	10,000	10,051	10,000	866	15,000	Launching new Website & 2 yrs of hosting exp
		11,300	7,039	15,300	14,370	15,250	5,567	20,250	
Marketing (General Branding)									
Advertising (e.g. 4 full page ads in HW)	40-5414	2,750	3,388	3,000	2,645	3,000	6,452	6,500	
Annual Report (including design, printing and mailing)	40-5612	4,000	5,000	4,000	2,790	4,000	4,000	6,000	
2 Newsletters (including design, printing and mailing)	40-5417	1,800	898	2,000	1,271	2,000	0	2,000	
		8,550	9,286	9,000	9,331	9,000	10,452	14,500	
Fundraising - JFOM									
Marketing	40-6018	4,500	1,646	10,000	485	10,000	8,385	8,000	
Events (includes Outsourcing Coordination)	40-4125	2,500		2,500	0	2,500	15,830	20,000	Budgeted for 2 events
Donor Cultivation (lunches/coffee)	40-6101	1,000	880	1,000	1,246	2,500	1,500	2,500	
General Meeting expense (e.g. food for planning meetings)	40-6102	500		500		500	0	1,000	
		8,500	2,526	14,000	1,731	15,500	25,715	31,500	
Programming and Community Impact (includes marketing)									
Study - Southern Growth (Board Priority Setting)	40-6214	0		0	0	0			
Professional Advisors	40-6207	4,500	2,273	6,500	1,487	6,500	3,300	6,500	
B'nai Tzedek	40-4374	15,000	16,792	15,000	17,510	15,000	15,000	15,000	
JFOM 25th Anniversary	40-6212	17,500	16,103	0	0	0	0	0	
Other Programming	40-6500	0	1,400	0	166	0	0	0	
		37,000	36,568	21,500	19,163	21,500	18,300	21,500	
Leadership Development									
	40-5622	1,500	96	1,500	0	5,000	2,500	5,000	
OTHER EXPENSE									
Annual Meeting	40-5611	1,500	1,130	1,500	1,027	1,500	1,500	1,500	
Auditing & Process Review	40-5613	20,000	23,035	21,000	33,797	25,000	25,000	30,000	increased audit expense
Dues and Subscriptions	40-5619	1,500	1,624	1,500	1,057	1,500	1,175	1,500	
Bank Fees/Credit Card	40-5513	1,200	1,921	2,000	1,663	2,000	750	2,000	
Miscellaneous	40-5627	1,500	172	1,500	166	1,500	500	6,500	sabatical expense
Match for New DA Funds	40-????	6,000	3,500	6,000	6,000	6,000	6,000	6,000	
Rebate from Surplus Vs Agency Part Fee		40,500	26,120	26,120	26,120	26,120	26,120	26,120	
Community Participation and Outreach (Tables, Ads, Etc)	10-5520	1,200	100	1,500	1,275	2,500	1,000	2,500	
		73,400	57,602	61,120	71,105	66,120	62,045	76,120	
TOTAL ADMINISTRATIVE EXPENSES		581,581	599,431	645,601	696,822	778,918	706,013	951,008	
Net Surplus/(Deficit)		3,539	48,291	6,199	122,954	82	176,447	992	