

JCP Board of Directors Meeting

**June 24, 2020, 5:30 pm
MINUTES**

On June 24, 2020, Jewish Community Partners, Memphis Jewish Federation and Jewish Foundation of Memphis held a Board Meeting to conduct its business via Zoom.us.

At 4:30 pm, Mr. Ken Steinberg, chair of the Jewish Community Partners Board of Directors, called the meeting to order.

JCP Board of Trustees in attendance

David Cooper, Pace Cooper, Bob Eiseman, Cindy Finestone, Aviva Freiden, Jonathan Frisch, Mimi Grossman, Jan Groveman, Lee Harkavy, Charles Jalenak, Gary Kaplan, Michael Kaplan, Michelle Katz, Debbie Lazarov, Steve Libby, Anthony Morrison, Scott Notowich, Jimmy Ringel, Wendy Rotter, Jason Salomon, Jill Shanker, Irvin Skopp, Ken Steinberg, Andie Uiberall and, Scott Vogel.

Memphis Jewish Federation Board of Trustees in attendance

Cindy Finestone, Lee Harkavy, Charles Jalenak, Scott Notowich, Eileen Posner and Irvin Skopp.

Jewish Foundation of Memphis Board of Trustees in attendance

Dot Bilsky, Stanley Bilsky, Judy Bookman, Sam Chafetz, Hal Fogelman, David Greenberg, Charles Jalenak, Julie Levy, Alla Lubin, Anthony Morrison, Wendy Rotter, Judy Royal, Jason Salomon, Irvin Serenco, Jerry Sklar, Elaine Wagner-Skopp and Irvin Skopp.

Jewish Community Partners Staff in Attendance

Michael, Barnett, Sophie Bloch, Abbey Cowens, Sheri Gadberry, Laura Linder, Carrie Richardson, Matt Timberlake, Tim Wheat and Bluma Zuckerbrot-Finkelstein.

Ken Steinberg called for approval of the May 20, 2020 Board Minutes. Irvin Skopp moved that the minutes be approved, and Charles Jalenak seconded the motion. The May 20, 2020 Board Minutes were approved.

Ken Steinberg presented a new FJFS Memorandum of Understanding between MJCC and JCP (attached). The document outlines the funding and operating relationship for a one-year time period with a recommendation for a joint strategic plan. No questions were brought forward. Cindy Finestone moved the memorandum be approved and Wendy Rotter seconded the motion. FJFS Memorandum of Understanding between MJCC and JCP was approved.

Finance Report

Irvin Skopp, Treasurer, reviewed the Finance Report. Irvin reported that the Jewish Family Service Endowment Fund, which had a balance of approximately 850k at 2019 year-end, would be transferred back to the Foundation where the fund had been held prior to the launch of the new JFS at the MJCC. This transfer is taking place as a condition of a grant from the Assisi Foundation of \$250,000 for the JFS endowment.

Campaign and Foundation Updates

Scott Vogel, Vice Chair Campaign provide a final campaign report. He shared that unrestricted gifts are at 2.8 million which is \$160k above last year. That is 117 new gifts and 353 increased gifts.

Anthony Morrison, JFOM Chair, reviewed the Foundation's Summary of Returns and Dashboard and reminded everyone about the upcoming Foundation 25th Anniversary celebration taking place at the end of August.

Budget Proposal for FY 2020/21

Irvin Skopp, Treasurer, reviewed the proposed operating budget for the 2020-2021 fiscal year (attached). This year the budget was presented in a split year view. He reported that there will likely be modifications to the budget as the year progresses and an understanding of the COVID pandemic impact is realized. This also includes the use of PPP funds.

Laura Linder, CEO of JCP, reviewed the calculations used in the budget providing the changes to income. Steve Libby, VC of Community Impact, reviewed the grants budget and reported that all grantees will receive the same amount as last year, a reserve fund will be created and Fedovation grants will be considered alongside community grants (attached). Steve also reported on feedback from the organizations regarding the impact of COVID on their organization.

Lee Harkavy moved that the 2020-2021 Operating Budget and Grants Budgets be approved. Jimmy Ringel seconded the motion. The 2020-2021 Operating Budget and Grants Budgets were approved.

President's Report

Laura Linder, CEO & President, introduced Sophie Bloch, Director of Hillel, and Sarah VanderWalde, Foundation Endowment Manager, to speak on the new Camp@Home Strong program. Through the program kids receive a stipend for completing and recording 25 hours of Jewish Engagement and write a brief summary of the experience. The Camp@Home Strong Ceremony will be held via zoom August 6, 2020 6pm.

Ken Steinberg, JCP Chair, reminded everyone of the PAG Cares Act zoom event on June 30th 1pm.

The meeting was adjourned at 5:37 pm.

Summary of MJF 2020/2021 Operating and Grants Budget

The 2020/21 Operating Budget of Memphis Jewish Federation reflects:

- A slightly reduced operating budget due to changes in the way we will operate going forward due to COVID-19;
- The need to provide stable funding for our partner organizations;
- A reserve fund that will provide flexibility in addressing future short and long-term impact of COVID-19 on our partner organizations;
- A 3% shrinkage projection (vs 2% LY); and
- Approximately \$110,000 of prior year local allocable dollars not used due to COVID-19.

Operating Budget Highlights:

- Reduction of \$35,000 in personnel costs.
- Reduced revenue from corporate partners in anticipation of fewer events for 20/21.

Annual Campaign Grants:

- 1) All grantees of Memphis Jewish Federation unrestricted annual campaign dollars (other than synagogue Youth Groups), will receive level funding from 2019/2020 or the amount of their request if less.
- 2) No money will be directed from MJF overseas allocation to the partnership or pulled out to be allocated by mission participants (e.g. women's spiritual mission from 2019) resulting in a shift of \$78,000 to support core overseas needs. Total amount granted overseas remains the same as LY.
- 3) Synagogue based Youth Groups will have access to a reimbursable grant equal to 50% of their prior year's grant or their requested grant (if it's less than prior year) with the understanding that the other 50% may be accessed if programming returns to normal. This will be revisited throughout the year as warranted.
- 4) A reserve fund will be created (**\$37,214**) to be utilized during the year to support additional funds that may be needed for local or overseas partners facing major setbacks or shortfalls during the year.

Fedovation:

- 1) One new Fedovation grantee has been added (MJH & BJCS) for a multigenerational zoom project (+\$1,400).
- 2) One returning program (Jason Caplan) will received an increase (+\$1,100) to cover expenses related to his work in connecting with isolated older adults and with other vulnerable populations.
- 3) One returning program was reduced, YU Torah Fellows at Baron Hirsch, due to reduced travel which represented a significant portion of their budget. (-\$2,500).

Jewish Family Service:

- 1) A grant of \$361,000 will be awarded (same as last year) from a combination of directed gifts and unrestricted campaign.
- 2) Any additional amount awarded, based on a request for an additional \$75,000, will be determined via discussions between MJCC and JCP leadership in keeping with newly approved MOU.
- 3) Additional funds, should they be needed, can be provided from:
 - a. Funds set aside from the JFS endowment campaign
 - b. Reserve fund created as part of 20/21 grants process
 - c. Urgent needs fund if criteria is met

Campaign Grants to Support Federation Programming:

- 1) Increase of \$15,000 for security (from \$30,000 to \$45,000)
- 2) Increase of \$13,000 to fund Roving Senior Activities Director which was moved from Fedovation to Federation operating budget (From \$447,000 to \$460,000)

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

| | | 2019-2020 Budget | 2020-21 July - December | 2020-21 January - June | 2020-21 Combined |
|---|---------|---------------------|-------------------------------|------------------------------|---------------------|
| INCOME | | | | | |
| Interest Income | | 7,250 | 1,750 | 1,750 | 3,500 |
| Fee Income - DA | | 305,000 | 146,500 | 146,500 | 293,000 |
| Fee Income Designated | | 23,000 | 11,500 | 11,500 | 23,000 |
| Fee Income Agency | | 15,400 | 23,500 | 23,500 | 47,000 |
| Fee income - Trust | | - | - | - | - |
| Fee Income - Support Income | | 61,500 | 33,000 | 33,000 | 66,000 |
| Agency Participation | | 20,000 | 10,000 | 10,000 | 20,000 |
| Corporate Sponsorships | | - | 2,500 | 2,500 | 5,000 |
| B'nai Tzedek | | 15,000 | - | 15,000 | 15,000 |
| Legacy Society | | 2,500 | 1,250 | 1,250 | 2,500 |
| Operating Endowmwnt | | 59,500 | 24,000 | 24,000 | 48,000 |
| Contributions | | 12,500 | 10,000 | 10,000 | 20,000 |
| Prior Year surplus | | 50,000 | - | - | - |
| SBA PPP Loan Forgiveness | | - | ? | ? | ? |
| TOTAL REVENUE | | 571,650 | 264,000 | 279,000 | 543,000 |
| Personnel | | | | | |
| Salaries | 40-5011 | 329,647 | 168,105 | 168,105 | 336,210 |
| Federal and State Payroll Taxes | 40-5013 | 25,548 | 13,028 | 13,028 | 26,056 |
| Worker's Compensation | 40-5015 | 1,350 | 750 | 750 | 1,500 |
| Medical,Dental,Disability,Life Ins (Assumes 5% Increase) | 40-5111 | 11,520 | 7,679 | 7,679 | 15,359 |
| Pension Plan | 40-5112 | 17,209 | 8,430 | 8,430 | 16,860 |
| WTD / Contract Acctg / Retirement Plan Services | 40-5016 | 18,000 | 9,000 | 9,000 | 18,000 |
| | | 403,274 | 206,993 | 206,993 | 413,985 |
| PROFESSIONAL DEVELOPMENT | | | | | |
| Conferences and Meetings | 40-5411 | 7,500 | 2,500 | 2,500 | 5,000 |
| SUPPLIES AND PRINTING (65/35) | | | | | |
| Office Supplies & General Printing (Letterhead, envelopes, etc. | 40-5211 | 5,725 | 3,000 | 3,000 | 6,000 |
| Computer Maintenance | 40-5214 | 1,470 | 750 | 750 | 1,500 |
| Software Licenses & Outsourced Report Writing (not subject to | 40-5212 | 27,500 | 12,500 | 12,500 | 25,000 |
| Printer Contracts, monthly fees& Maintenance | 40-5213 | 3,070 | 1,550 | 1,550 | 3,100 |
| | | 37,765 | 17,800 | 17,800 | 35,600 |
| OCCUPANCY | | | | | |
| MJCC Occupancy | 40-5311 | 7,830 | 3,950 | 3,950 | 7,900 |
| Insurance | 40-5312 | 4,935 | 2,500 | 2,500 | 5,000 |
| Controlled Access fees and maintenance | 40-5510 | 560 | 300 | 300 | 600 |
| | | 13,325 | 6,750 | 6,750 | 13,500 |
| TELEPHONE, POSTAGE, INTERNET (65/35) | | | | | |
| Telephone | 40-5511 | 1,855 | 850 | 850 | 1,700 |
| Postage | 40-5512 | 3,290 | 1,650 | 1,650 | 3,300 |
| Internet & Website | 40-5519 | 5,999 | 3,150 | 3,150 | 6,300 |
| | | 11,144 | 5,650 | 5,650 | 11,300 |
| Marketing (General Branding 65/35) - Matt | | | | | |
| Advertising (e.g. 4 full page ads in HW) | 40-5414 | 2,555 | 1,375 | 1,375 | 2,750 |
| Annual Report (including design, printing and mailing) | 40-5612 | 2,100 | 2,000 | 2,000 | 4,000 |
| 2 Newsletters (including design, printing and mailing) | 40-5417 | 2,800 | 900 | 900 | 1,800 |
| JFS Marketing | | - | - | - | - |
| | | 7,455 | 4,275 | 4,275 | 8,550 |
| Fundraising - MJF and JFOM | | | | | |
| Marketing | 40-6018 | 4,500 | 2,250 | 2,250 | 4,500 |
| Events (includes Outsourcing Coordination) | 40-4125 | 2,500 | 1,250 | 1,250 | 2,500 |
| Lion of Judah | | - | - | - | - |
| Donor Cultivation (lunches/coffee) | 40-6101 | 1,250 | 500 | 500 | 1,000 |
| General Meeting expense (e.g. food for planning meetings) | 40-6102 | 750 | 250 | 250 | 500 |
| | | 9,000 | 4,250 | 4,250 | 8,500 |
| Programming and Community Impact (includes marketing)* Bluma | | | | | |
| Study - Southern Growth (Board Priority Setting) | 40-6214 | 5,000 | - | - | - |
| Professional Advisors | 40-6207 | 2,000 | 1,500 | 1,500 | 3,000 |
| B'nai Tzedek | 40-4374 | 15,000 | - | 15,000 | 15,000 |
| JFOM 25th Anniversary | 40-???? | 30,000 | - ? | - ? | - ? |
| | | 52,000 | 1,500 | 16,500 | 18,000 |
| Leadership Development (including General Assembly) | 40-5622 | 1,000 | 750 | 750 | 1,500 |
| OTHER EXPENSE | | | | | |
| Annual Meeting | 40-5611 | 1,500 | - | 1,500 | 1,500 |
| Auditing | 40-5613 | 19,000 | 10,000 | 10,000 | 20,000 |
| Dues and Subscriptions | 40-5619 | 2,000 | 750 | 750 | 1,500 |
| Capital Reserve/Community Ed | | - | - | - | - |
| Bank Fees/Credit Card | 40-5513 | 1,140 | 600 | 600 | 1,200 |
| Miscellaneous | 40-5627 | 1,500 | 750 | 750 | 1,500 |
| Match for New DA Funds | 40-???? | - | - | - | - |
| Community Participation and Outreach (Tables, Ads, Etc) | 10-5520 | 1,500 | 600 | 600 | 1,200 |
| | | 26,640 | 12,700 | 14,200 | 26,900 |
| TOTAL ADMINISTRATIVE EXPENSES | | 569,103 | 263,168 | 279,668 | 542,835 |
| Net Surplus/(Deficit) | | 2,547 | 832 | (668) | 165 |

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

----- FEDERATION -----

| | | 2019-2020 Budget | 2020-21 July - December | 2020-21 January - June | 2020-21 Combined |
|---|----------------|---------------------|-------------------------------|------------------------------|---------------------|
| INCOME | | | | | |
| Unrestricted Campaign Grant for Admin & Fundraising | N/A | 450,000 | 227,500 | 227,500 | 455,000 |
| Unrestricted Campaign Grant for Programming | N/A | 447,000 | 230,000 | 230,000 | 460,000 |
| SBA PPP Loan Forgiveness | | - | ? | ? | ? |
| Lemsky Admin fee | 10-3005 | 106,355 | 52,243 | 52,243 | 104,486 |
| Operating Endowment Fee | 10-3005 | 88,629 | 43,536 | 43,535 | 87,071 |
| Corporate Sponsorship | 10-3011 | 75,000 | 15,000 | 40,000 | 55,000 |
| Tributes | 10-3111 | 7,500 | 3,000 | 3,000 | 6,000 |
| Event Income (Non-YAD) - A Taste of Israel | 10-3132 | 30,000 | - | 30,000 | 30,000 ? |
| Miscellaneous Income (e.g. Donations, reimbursements, etc.) | 10-3312 | 20,000 | 10,000 | 10,000 | 20,000 |
| Outside Grant (HG Foundation for Pj Staffing) | 10-3313 | 1,200 | - | - | - |
| YAD Event Income | 32-3321 | 2,500 | - | - | - |
| Meals Program Administrative Management Fee | 10-3221 | 5,000 | 2,500 | 2,500 | 5,000 |
| Scholarship-Management fee | 10-3219 | 1,000 | 500 | 500 | 1,000 |
| Hillel Management Fee | 10-3220 | 15,000 | 7,500 | 7,500 | 15,000 |
| TOTAL REVENUE | | 1,249,185 | 591,779 | 646,778 | 1,238,557 |
| Personnel | | | | | |
| Salaries | 10-5011 | 737,600 | 353,063 | 343,603 | 696,666 |
| Federal and State Payroll Taxes | 10-5013 | 57,164 | 27,362 | 26,629 | 53,992 |
| Worker's Compensation | 10-5015 | 1,350 | 1,250 | 1,250 | 2,500 |
| Medical,Dental,Disability,Life Ins (Assumes 10% Increase) | 10-5111 | 59,030 | 32,832 | 29,242 | 62,074 |
| Pension Plan | 10-5112 | 32,500 | 19,025 | 18,458 | 37,483 |
| WTD / Contract Acctg / Retirement Plan Services | 10-5016 | 18,000 | 9,000 | 9,000 | 18,000 |
| | | 905,644 | 442,533 | 428,182 | 870,714 |
| PROFESSIONAL DEVELOPMENT | | | | | |
| Conferences and Meetings | 10-5411 | 15,000 | 5,000 | 5,000 | 10,000 |
| SUPPLIES AND PRINTING | | | | | |
| Office Supplies & General Printing (Letterhead, envelopes, etc.) | 10-5211 | 10,775 | 5,500 | 5,500 | 11,000 |
| Computer Maintenance | 10-5214 | 2,750 | 1,375 | 1,375 | 2,750 |
| JFNA CRM Fees | | - | 5,500 | 5,500 | 11,000 |
| Software Licenses & Outsourced Report Writing | 10-5212 | 10,500 | 3,000 | 9,500 | 12,500 |
| Printer Contracts, monthly fees& Maintenance | 10-5213 | 5,700 | 2,900 | 2,900 | 5,800 |
| | | 29,725 | 18,275 | 24,775 | 43,050 |
| OCCUPANCY | | | | | |
| MJCC Occupancy | 10-5311 | 51,960 | 26,000 | 26,000 | 52,000 |
| Insurance | 10-5312 | 9,165 | 4,650 | 4,650 | 9,300 |
| Controlled Access fees and maintenance | 10-5510 | 1,040 | 525 | 525 | 1,050 |
| | | 62,165 | 31,175 | 31,175 | 62,350 |
| TELEPHONE, POSTAGE, INTERNET (65/35) | | | | | |
| Telephone | 10-5511 | 3,445 | 1,750 | 1,750 | 3,500 |
| Postage | 10-5512 | 6,110 | 3,100 | 3,100 | 6,200 |
| Internet & Website | 10-5519 | 4,641 | 2,750 | 2,750 | 5,500 |
| | | 14,196 | 7,600 | 7,600 | 15,200 |
| Marketing (General Branding) | | | | | |
| Advertising | 10-5414 | 4,745 | 2,500 | 2,500 | 5,000 |
| Annual Report (including design, printing and mailing) | 10-5612 | 7,500 | 3,750 | 3,750 | 7,500 |
| 2 Newsletters (including design, printing and mailing) | 10-5417 | 5,200 | 2,250 | 2,250 | 4,500 |
| Design Disciple Retainer | | - | 15,000 | 15,000 | 30,000 |
| | | 17,445 | 23,500 | 23,500 | 47,000 |
| Fundraising / Campaign/LOJ/Super Sunday/ETC | 15-XXXX | 51,000 | 35,000 | 16,000 | 51,000 |
| YAD and all related costs including marketing, printing, etc. - Lauren | | | | | |
| Engagement Programming | 32-6103 | 2,500 | 1,250 | 1,250 | 2,500 |
| | | 2,500 | 1,250 | 1,250 | 2,500 |
| Programming and Community Impact (includes marketing) | | | | | |
| Costs for Administering Grants (copying, meeting expense - i.e. 37-6200 | | 1,750 | 500 | 500 | 1,000 |
| Task Forces (Senior Services, Teen Professionals, Special Nee 37-6201 | | 1,000 | 500 | 500 | 1,000 |
| Holocaust Remembrance | 37-6202 | 7,500 | - | 7,500 | 7,500 |
| Newcomers | 37-6203 | 3,000 | 1,000 | 1,000 | 2,000 |
| Israel Advocacy (mostly marketing and possibly a program) | 37-6204 | 2,500 | 1,000 | 1,000 | 2,000 |
| CRC - dues for Israel Action Network, JCPA, interfaith activities | 37-5635 | 5,000 | 2,500 | 2,500 | 5,000 |
| General Program expense (food for meetings/gatherings for prc | 37-6205 | 2,500 | 1,000 | 1,000 | 2,000 |
| Study - Southern Growth (Board Priority Setting) | 37-6214 | 5,000 | - | - | - |
| Isolated Seniors Program | 37-XXXX | - | 5,500 | 5,500 | 11,000 |
| A Taste of Israel | 37-6211 | 35,000 | - | 35,000 | 35,000 |
| | | 63,250 | 12,000 | 54,500 | 66,500 |
| Leadership Development (including General Assembly) | 10-5622 | 5,000 | 1,000 | 1,000 | 2,000 |
| OTHER EXPENSE | | | | | |
| Annual Meeting | 10-5611 | 1,500 | - | 1,500 | 1,500 |
| Auditing | 10-5613 | 20,500 | 11,000 | 11,000 | 22,000 |
| Dues and Subscriptions | 10-5619 | 3,500 | 1,000 | 1,000 | 2,000 |
| Capital Reserve/Community Ed | 10-5630 | 15,000 | 5,000 | 5,000 | 10,000 |
| Bank Fees/Credit Card | 10-5513 | 15,000 | 7,500 | 7,500 | 15,000 |
| Miscellaneous | 10-5627 | 5,000 | 1,000 | 1,000 | 2,000 |
| Endowment Support | 10-5633 | 5,000 | 5,000 | - | 5,000 |
| Office Enhancements | 10-5317 | 2,500 | 1,250 | 1,250 | 2,500 |
| Recruiting | 10-5412 | - | - | - | - |
| Community Participation and Outreach (Tables, Ads, Etc) | 10-5520 | 10,000 | 3,750 | 3,750 | 7,500 |
| | | 78,000 | 35,500 | 32,000 | 67,500 |
| TOTAL ADMINISTRATIVE EXPENSES | | 1,243,925 | 612,833 | 624,982 | 1,237,814 |
| Net Surplus/(Deficit) | | 5,260 | (21,054) | 21,796 | 743 |

| Jewish Community Partners and Affiliates FY 2019/2020-Funds Allocation Projection | 2020/2021 | 2019/2020 | 2018/2019 | | 2017/2018 | 2016/2017 | 2015/2016 |
|--|------------------|----------------------|------------------|------------|------------------|------------------|------------------|
| <i>Estimated</i> Gross Achievement | | 3,564,547 <i>EST</i> | 3,483,649 | | 3,278,095 | 3,441,899 | 3,058,000 |
| Donor Directed/Sponsorships | | (898,648) <i>EST</i> | (832,953) | | (723,141) | (858,679) | (457,057) |
| Unrestricted Campaign: | 2,816,378 | 2,665,899 | 2,650,696 | | 2,554,954 | 2,583,220 | 2,600,943 |
| Projected Net Investment Income | 63,040 | 65,380 | 67,374 | A | 65,541 | 64,921 | 62,550 |
| Program Income/Sponsorships | | | | | | | |
| Collections in Excess of Shrinkage (1994-2016 Campaigns) | 66,979 | 80,991 | 76,343 | A | 85,824 | 38,286 | 78,138 |
| Projected Favorable Budget Variance - Admin 19/20 | 12,500 | | | | 12,300 | 214,000 | |
| Campaign Allocation to fund admin and fundraising | (450,000) | (450,000) | (450,000) | B | (447,009) | (775,000) | (757,466) |
| Campaign Allocation to fund MJF Programs | (460,000) | (447,000) | (350,000) | B | (327,991) | | |
| Security | (45,000) | (30,000) | 0 | B | 0 | 0 | 0 |
| The Alliance (NFC/National Agencies) | | - | (1,500) | B | (18,000) | (18,000) | (35,240) |
| Shrinkage Allowance (% of Net Campaign) - ****Policy Change*** | 3% | (84,491) | (53,318) | | (76,649) | (77,497) | (78,028) |
| Net Allocable Income: | 1,919,406 | 1,831,952 | 1,913,392 | | 1,848,970 | 2,029,930 | 1,870,896 |
| OVERSEAS ALLOCATION - 50% | 959,703 | 915,976 | 956,696 | C | 924,485 | # | 935,448 |
| JAFI Israel Partnership | 0 | (60,000) | (60,000) | | (60,000) | (40,000) | |
| Local Partnership Expense (travel Lemsky 2019-2020) | | - | (10,000) | | | | |
| Kharkov | (15,000) | (15,000) | | | | | |
| Women's Spiritual Mission | | (18,000) | | | | | |
| Birthright | (25,000) | (25,000) | | | | | |
| Total Unrestricted Overseas Allocation | 919,703 | 797,976 | 861,696 | | 864,485 | 974,965 | 935,448 |
| Designated for World Union for Progressive Judaism | 15,000 | 15,000 | 15,000 | C | 16,000 | 13,500 | 18,150 |
| Designated for Israel | 16,118 | 15,000 | 15,597 | C | 15,000 | 88,200 | 13,054 |
| Joint Distribution Committee & JAFI | 36,500 | 52,500 | 63,300 | C | 35,300 | | 99,800 |
| | - | - | - | C | - | | |
| Total Overseas Dollars - Allocated & Designated | 1,027,321 | 998,476 | 1,050,593 | Sum of Cs | 990,785 | 1,116,665 | 1,066,452 |
| LOCAL ALLOCATION - 50% | 959,703 | 915,976 | 956,696 | | 924,485 | 1,014,965 | 935,448 |
| Honorials and Memorials | 4,656 | 3,847 | | A | 1,503 | 884 | 5,524 |
| Miscellaneous Income (unused Local Grant Funds) | 93,763 | 5,000 | 18-19 Unused | A | 36,292 | 26,434 | 22,000 |
| Projected Income from Unrestricted Endowment | 21,171 | 10,082 | 28,298 | A | 27,608 | 26,764 | 46,476 |
| Surplus from 19-20 Fedovation | 6,260 | 20,826 | 37,585 | A | 48,515 | | |
| Designated for Local Allocations | 108,648 | 176,199 | 181,811 | | 170,558 | 145,169 | 140,403 |
| Total Unrestricted Local Allocation (ULA): | 1,194,201 | 1,131,930 | 1,206,505 | D | 1,208,961 | 1,214,216 | 1,149,851 |
| AVAILABLE FOR FEDOVATION GRANTS (up to 6% ULA ****PC****) 6% | ? | (64,389) | (71,978) | | (80,000) | (75,250) | |
| AVAILABLE FOR COMMUNITY GRANTS | 1,194,201 | 1,067,541 | 1,134,527 | | 1,128,961 | 1,138,966 | 1,149,851 |
| RESTRICTED DESIGNATED GIFTS | | | | | | | |
| Security | 1,023 | 14,690 | 0 | D | 5,000 | 252,593 | |
| Above and Beyond - Caring for Fellow Jews | 109,284 | 272,183 | 178,462 | D | 106,430 | 109,847 | |
| Above and Beyond - Engagement of NextGen | | | 25,000 | D | 25,000 | 25,000 | |
| Above and Beyond - Sustainability | | | 5,000 | D | | 10,000 | |
| Specific Local Agencies | 17,882 | 18,900 | E for PT 7.4k | D | 17,500 | 12,225 | 36,000 |
| Scheidt-Hohenberg Hot Meals Program & JFS Frozen Meal Program | 99,035 | 67,810 | 69,492 | D | 67,400 | 70,633 | 67,400 |
| Hillel of Memphis | 96,028 | 130,874 | 116,909 | D | 117,003 | 74,790 | 70,250 |
| PJ Library | 15,072 | 15,118 | 15,000 | D | 15,000 | 12,000 | 12,000 |
| Israel Scouts | | 6,000 | 5,755 | D | 5,450 | 5,470 | |
| CRC (Yom Hashoah Sponsorship & MIFA) | | 3,715 | 1,000 | D | 2,500 | 39,252 | |
| JCP Capacity Building Grant & other Operating Gifts | | 87,799 | 0 | D | 105,000 | | |
| Emergency Assistance Fund | | 10,000 | 0 | D | 10,000 | 10,000 | |
| Miscellaneous Restricted | | 1,621 | 0 | D | | | |
| Disaster Relief | 3139 | 6,239 | 0 | D | | | |
| Kramer Fund | 50000 | - | 0 | | | | |
| Total Local Dollars - Allocated & Designated: | 1,585,664 | 1,771,879 | 1,642,660 | Sum of D's | 1,695,244 | 1,826,026 | 1,335,501 |
| TOTAL OVERSEAS AND LOCAL: | 2,612,985 | 2,770,355 | 2,693,253 | Cs + D's | 2,686,029 | 2,942,691 | 2,401,954 |

| Campaign Grant Awards - Three-year c | Request 16-17 | 2016-17 Donor Directed Gifts | Approval 16-17 | Total Award 16-17 | Request 17-18 | 2017-18 Donor Directed Gifts | Approval 17-18 | Total Award 17-18 | Request 18-19 | 2018-19 Donor Directed Gifts | From Unrestricted Pledges Approval 2018-19 | Total Award 2018-19 |
|--------------------------------------|---------------|------------------------------|----------------|-------------------|---------------|------------------------------|----------------|-------------------|---------------|------------------------------|--|---------------------|
| Jewish Family Service at MJCC | \$363,252 | \$109,847 | \$218,994 | \$328,841 | \$330,415 | \$142,430 | \$187,985 | \$330,415 | \$330,415 | \$163,462 | \$166,953 | \$330,415 |
| BBYO Memphis | \$55,000 | \$0 | \$43,072 | \$43,072 | \$55,000 | \$0 | \$43,072 | \$43,072 | \$45,000 | \$0 | \$40,000 | \$40,000 |
| Facing History & Ourselves | \$10,000 | \$2,500 | \$7,350 | \$9,850 | \$10,000 | \$1,000 | \$7,350 | \$8,350 | \$10,000 | \$1,000 | \$7,000 | \$8,000 |
| Jewish Children's Regional Service | \$18,000 | \$3,000 | \$8,000 | \$11,000 | \$20,000 | \$3,000 | \$10,763 | \$13,763 | \$18,000 | \$3,000 | \$10,000 | \$13,000 |
| Jewish Education Scholarships | N/A | \$0 | \$409,165 | \$409,165 | N/A | \$0 | \$409,165 | \$409,165 | \$433,163 | \$0 | \$433,163 | \$433,163 |
| Memphis Jewish Community Center | \$335,000 | \$5,775 | \$304,162 | \$309,937 | \$358,165 | \$5,500 | \$305,000 | \$310,500 | \$359,645 | \$4,500 | \$305,000 | \$309,500 |
| Memphis Jewish Home & Rehab | \$440,000 | \$950 | \$106,000 | \$106,950 | \$440,000 | \$3,000 | \$106,000 | \$109,000 | \$440,000 | \$1,036 | \$106,000 | \$107,036 |
| Plough Towers | \$37,981 | \$0 | \$32,571 | \$32,571 | \$30,464 | \$0 | \$30,464 | \$30,464 | \$31,483 | \$0 | \$30,812 | \$30,812 |
| Synagogue Youth - Temple Israel/MeFT | \$101,310 | \$0 | \$18,300 | \$18,300 | \$31,500 | \$0 | \$20,000 | \$20,000 | \$30,925 | \$0 | \$19,600 | \$19,600 |
| Synagogue Youth - NCSY | \$5,000 | \$0 | \$5,000 | \$5,000 | \$28,350 | \$0 | \$7,000 | \$7,000 | \$16,500 | \$0 | \$10,000 | \$10,000 |
| Synagogue Youth - Beth Shalom/USY | \$2,300 | \$0 | \$2,300 | \$2,300 | \$12,000 | \$0 | \$3,000 | \$3,000 | \$12,000 | \$0 | \$6,000 | \$6,000 |
| | \$1,367,843 | \$122,072 | \$1,154,914 | \$1,276,986 | \$1,315,894 | \$154,930 | \$1,129,799 | \$1,284,729 | \$1,727,131 | \$172,998 | \$1,134,528 | \$1,307,526 |

Total Award Per Calculated \$1,134,528

Total Award Remaining \$0

| Request 19-20 | 2019-20 Donor Directed Gifts | From Unrestricted Pledges Approval 2019-20 | Total Award 2019-20 | Request 20-21 | 2020-21 Donor Directed Gifts | From Unrestricted Pledges Approval 2020-21 | Total Award 2020-21 |
|---------------|------------------------------|--|---------------------|---------------|------------------------------|--|---------------------|
| \$361,415 | \$227,183 | \$134,232 | \$361,415 | \$438,471 | \$109,284 | \$252,131 | \$361,415 |
| \$48,000 | | \$41,000 | \$41,000 | \$40,000 | | \$40,000 | \$40,000 |
| \$10,000 | \$1,000 | \$7,000 | \$8,000 | \$10,000 | \$2,500 | \$7,000 | \$9,500 |
| \$18,000 | \$3,000 | \$12,000 | \$15,000 | \$18,000 | | \$12,000 | \$12,000 |
| \$406,072 | \$0 | \$406,072 | \$406,072 | \$445,556 | | \$406,072 | \$406,072 |
| \$356,424 | \$7,000 | \$297,290 | \$304,290 | \$356,424 | | \$297,290 | \$297,290 |
| \$225,000 | \$500 | \$103,000 | \$103,500 | \$225,000 | | \$103,000 | \$103,000 |
| \$58,732 | \$7,295 | \$46,000 | \$53,295 | \$39,621 | | \$39,621 | \$39,621 |
| \$23,450 | | \$17,000 | \$17,000 | \$14,000 | | \$14,000 | \$14,000 |
| \$18,750 | | \$15,000 | \$15,000 | \$19,975 | | \$15,000 | \$15,000 |
| \$8,800 | | \$6,000 | \$6,000 | \$4,200 | | \$4,200 | \$4,200 |
| \$1,534,643 | \$245,978 | \$1,084,594 | \$1,330,572 | \$1,611,247 | \$111,784 | \$1,190,314 | \$1,302,098 |

Total Award Per Calculated \$1,084,594

Total Award Remaining \$0

Total Award \$1,227,528

Total Award Remaining \$37,214 HOLD this surplus as of 6.18.2020 for COVID developments.

| | |
|-------------------------------|-----------|
| Total Local \$ from Waterfall | 1,194,201 |
| Overseas Flat Value | 43,727 |
| Fedovation | (10,400) |
| Remaining to Allocate | 1,227,528 |

** POLICY CHANGE - Award at same nominal level of funding rather than formula.

- Jewish Family Service at MJCC
- BBYO Memphis
- Facing History & Ourselves
- Jewish Children's Regional Service
- Jewish Education Scholarships
- Memphis Jewish Community Center
- Memphis Jewish Home & Rehab
- Plough Towers
- Synagogue Youth - Temple Israel/MeFT
- Synagogue Youth - NCSY
- Synagogue Youth - Beth Shalom/USY

| 2020_2021 Grants Schedule | | Last year | 2020_2021 | COVID Grant | Notes | |
|--|--|------------------|------------------|----------------|---|---|
| | Available to Grant | 3,538,899 | 3,512,814 | | *Available dollars for 20/21 reflects a few big differences from prior year: -\$112K grant and operating surplus from 19/20 -\$163K loss in directed gifts for JFS operating budget -\$100K loss of a local directed gift -\$116K increase in unrestricted campaign -Shrinkage of 3% vs 2% from 19/20 | |
| | Less Shrinkage | (53,318) | (84,491) | | | |
| | Net Available to Grant* | 3,485,581 | 3,428,323 | | | |
| | | | | | | |
| | | | | | | |
| Formula, Directed, and Federation Operating Budget Grants | | | | | | |
| | Unrestricted Overseas Grant | 797,976 | 875,976 | 90,000 | | |
| | Shoham Partnership | 60,000 | | | Being funded via prior year surplus | |
| | Israel Grant administered by Women's Mission | 18,000 | | | One-time occurrence | |
| | Federation Campaign/Administrative Budget | 450,000 | 450,000 | | | |
| | Federation Program Budget | 447,000 | 460,000 | | Added Senior Services Position to Federation budget | |
| | Hillel | 130,874 | 96,028 | | Program is endowment funded | |
| | Kosher Meals Program | 107,400 | 99,035 | 3,621 | Lost directed gifts | |
| | Federation Security Budget | 30,000 | 45,000 | | The program was underfunded LY | |
| | Birthright | 25,000 | 25,000 | | | |
| | PJ Library | 15,118 | 15,072 | | | |
| | JDC Kharkov | 15,000 | 15,000 | | | |
| Grants Committee Recommendations** | | | | | | |
| | Jewish Education | 406,072 | 406,072 | | ** Strategy for 2020/21 Grants Process: -Award same grants as last year unless requests were reduced due to policy change or COVID impact. -Consider Fedovation alongside regular grants -Create a reserve fund to be awarded should future needs arise. | |
| | Jewish Family Service at MJCC | 361,415 | 361,415 | | | |
| | Memphis Jewish Community Center | 297,290 | 297,290 | | | |
| | Memphis Jewish Home & Rehab | 103,000 | 103,000 | 28,600 | | |
| | Fedovation | 64,389 | 10,400 | | | |
| | Plough Towers | 58,732 | 39,621 | 28,832 | | One time grant was provided last year for a special project |
| | BBYO Memphis | 41,000 | 40,000 | | | |
| | Synagogue Youth - Temple Israel/MeFTY | 17,000 | 14,000 | | | COVID Adjusted Reduced Request |
| | Synagogue Youth - NCSY | 15,000 | 15,000 | | | |
| | Jewish Children's Regional Service | 12,000 | 12,000 | | | |
| | Facing History & Ourselves | 7,000 | 7,000 | | | |
| | Synagogue Youth - Beth Sholom/USY | 6,000 | 4,200 | | Reduced in response to policy for Youth Groups | |
| | | | | | | |
| | Total Awarded | 3,485,266 | 3,391,109 | 151,053 | | |
| | | | | | | |
| | Reserve | 315 | 37,213 | | | |

Memorandum of Understanding

As an integral part of the Jewish community, the Wendy and Avron B. Fogelman Jewish Community Service (FJFS) at the Memphis Jewish Community Center (MJCC) provides an array of compassionate social services and a connection to any additional services needed. We form collaborative relationships with you, our clients, to enhance your well-being and help you thrive. We are an accessible, forward facing resource to our community congregations, agencies and schools and collaborate with them to understand and meet community needs. We are responsive to the needs of every member of our Jewish community and adapt as needed to the changing world we live in. We approach this mission with the highest level of responsibility, professionalism, and integrity.

This Memorandum of Understanding is entered into between the Memphis Jewish Community Center (hereinafter MJCC) and Jewish Community Partners (hereinafter JCP) on this 18th day of June, 2020, and will remain in effect until the 30th day of June, 2021.

Whereas, the MJCC and JCP formed an operational partnership to provide services through the Wendy and Avron B. Fogelman Jewish Family Service (hereinafter FJFS) in October of 2014, to serve the most vulnerable members of the Memphis Jewish Community, the following agreement has been made:

MJCC and JCP will strengthen their operating partnership by increasing the involvement of JCP in strategic planning, finance and operations.

1. MJCC will continue to operate FJFS as a department of the MJCC.
2. JCP will continue to manage fundraising efforts on behalf of FJFS including bridge funding and the overall management of the FJFS Endowment fund campaign. As such, MJCC and JCP leadership will jointly set initial annual bridge funding goal in advance of Federation's annual campaign in August of each year. Once this goal is set the MJCC and JCP CEO's and Board Chairs will formally sign off on the preliminary budget and bridge funding agreement, with JCP making its best effort to providing the total amount of bridge funding agreed upon at that time. MJCC professional and lay leadership will actively solicit gifts in partnership with and as requested by the JCP leadership. If adjustments to funding are needed or community needs significantly change, discussions will be held in January of each year to discuss a strategy to accumulate additional funding or make other modifications as deemed jointly necessary.
3. MJCC will provide JCP with regular updates on the services and needs of FJFS through a quarterly, written report with key statistics and financial statements to be used by JCP to keep donors engaged with and informed about the ongoing activities, priorities and needs of the community that are supported by FJFS. The MJCC CEO and an appropriate lay representative will present this report quarterly at meetings of the JCP Board of Directors.
4. MJCC and JCP will jointly present an annual report to the Wendy and Avron B. Fogelman Family Foundation in accordance with the signed gift agreement (Attachment A).
5. Fund Advisors will be selected for the FJFS Endowment Fund as specified in the Fund Agreement (Attachment B)
6. The President/CEO's of both the MJCC and JCP, or their designees, will meet on a monthly basis for information sharing, collaboration, and strategic visioning.

7. The President/CEO's of both the MJCC and JCP, the appropriate lay leaders from the MJCC and JCP, and the appropriate staff from the MJCC and JCP will meet quarterly for information sharing, collaboration, and strategic visioning. The JCP representatives will be well-versed in JCP planning initiatives (e.g. Southern Growth Studio needs assessment, surveys, studies) which will be utilized to inform service delivery and the ongoing FJFS strategic planning process.
8. JCP shall appoint up to two lay representatives to participate in the regular meetings of the FJFS Lay Advisory Committee and be partners in the overall visioning and strategic planning process of FJFS.
9. JCP, in cooperation with MJCC and JFS, will publish a quarterly newsletter and maintain a social media presence highlighting the accomplishments and work of FJFS for distribution to the full Memphis Jewish community mailing list.
10. MJCC will develop and implement strategies for branding FJFS across the community.
11. JCP and MJCC will jointly embark on a strategic planning process to determine how the long term vision for FJFS can be implemented. This strategic plan should be complete by December 1, 2020.
12. Once the strategic planning process is complete JCP and the MJCC will determine the status of the future partnership between JCP and MJCC and will make a joint decision as to the future of the partnership by January 31, 2021.

Both Parties

Both the MJCC and JCP agree that this unique partnership began in 2014 as an effort to meet the needs of the most vulnerable members of the Memphis Jewish Community and those in need of social services. As such, both parties understand that the long-term success of FJFS is critical and that should there be significant future needs in the community that FJFS needs to meet and that are not covered by the ongoing and agreed upon sources of annual funding, JCP will work closely with the MJCC on identifying funding sources and raising the money necessary for new or significantly expanded needs/services.

This document contains the entire agreement and provisions of the past, current and future relationship between the MJCC and JCP as it relates specifically to the operation and funding of FJFS.

Accepted by:

Jenny Herman, Chair
Memphis Jewish Community Center

Ken Steinberg, Chair
Jewish Community Partners