



**Jewish Foundation of Memphis  
Board of Directors Meeting  
June 7, 2022  
5:00 p.m.**

**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                                | Anthony Morrison  |
| a. Approval of Minutes*                   |                   |
| b. Foundation Grant Approval*             |                   |
| II. JFM Realty*                           | Laura Linder      |
| a. Elect new board members                |                   |
| b. Re-elect four existing members         |                   |
| III. JFOM Strategic Plan Recommendations* | Sarah VanderWalde |
| IV. Revenue Committee Recommendations*    | Sarah VanderWalde |
| V. Adjournment                            | Anthony Morrison  |

\*Attachments

***Jewish Foundation of Memphis Board of Directors Meeting***

***March 2, 2022, 5:30 pm  
MINUTES***

On March 2, 2022, Jewish Foundation of Memphis held a Board Meeting to conduct its business via Zoom.us.

At 5:30 pm, Mr. Anthony Morrison, chair of the Jewish Foundation of Memphis Board of Directors, called the meeting to order.

**Jewish Foundation of Memphis Board of Trustees in attendance**

Dot Bilsky, Stanley Bilsky, Sam Chafetz, Rick Fogelman, Paula Jacobson, Michael Kaplan, Reed Landau, Ron Lazarov, Emily Lennon, Anthony Morrison, Judy Moss, Laura Paller, Jason Salomon, Irvin Serenco, Jerry Sklar, and Irvin Skopp

**Jewish Community Partners Staff in Attendance**

Michael Barnett, Sheri Gadberry, Laura Linder, Carrie Richardson, Larry Schaffer, Sarah Vanderwalde, and Tim Wheat

Mr. Morrison called for approval of the December 21, 2021 Board Minutes. Paula Jacobson moved that the minutes be approved, and Jason Salomon seconded the motion. The December 21, 2021 Board Minutes were approved.

**Foundation Grant Approval**

Anthony Morrison, chair of the Jewish Foundation of Memphis, reviewed the December 2021 to February 2022 grants for board approval for a total of \$2.2 million dollars in grants. Michael D Kaplan moved that the grants be approved and Judy Moss seconded the motion. The December 2021 to February 2022 grants were approved.

**Support Organizations Approval**

Laura Linder, JCP CEO & President, reviewed the documents to create two new support organizations: Burton Weil Family Foundation and Temple Israel Cemetery Fund. The JFOM Operating Procedures for Supporting Organizations were reviewed and Anthony Morrison called for a motion to approve each new support organization separately. Sam Chafetz moved that the Burton Weil Family Foundation Support Organization be created/ approved and Michael D Kaplan seconded the motion. The Burton Weil Family Foundation Support Organization was approved. Jason Salomon moved that the Temple Israel Cemetery Support Organization be created/ approved and Stanley Bilsky seconded the motion. The Temple Israel Cemetery Support Organization was approved.

**Program Reports**

Jason Salomon, PAG chair, reported we have new PAG Steering Committee members: Lawson Arney, Garrett Bissel and Patrick O’Hearn. The PAG Directory will begin to be updated and exploring an online platform versus a printed version.

Sarah VanderWalde, Foundation, reported there are approximately 60 teen students enrolled in B’nai Tzedek this year. The grant reception will be March 21<sup>st</sup>. Upcoming seminars: Foundation & FedLed Financial Planning Series March 27<sup>th</sup> and CEU Class at the Botanic Gardens on May 5<sup>th</sup>.

### CEO Report

Laura Linder, JCP CEO & President reported that JFNA has started a 20-million-dollar effort for the Crisis in the Ukraine. Federation and Foundation, together, have raised approximately \$261k at this time. Ms. Linder asked for 100% board participation in this effort and shared a QR code for donations.

### Foundation Strategic Plan Overview

Sarah VanderWalde, Foundation, reviewed the progress of various subcommittees that began last year. The committees identified Education and Revenue as focus areas to concentrate on. Mrs. VanderWalde will be attending partner agency board meetings and reporting back on Education.

### Foundation Goals

Anthony Morrison review the goals that have been reach in 2021 and new goals for 2022:

#### **GOALS reached in July 2021 – December 2021**

- Opened 10 new donor advised funds
- Donor Advised Fund Fees – Met Budget Goal of \$295,000 (Actual \$308,004.78)
- Off-loading some of Sheri's workload to Larry
- Set up New Support Organization
- Converted software to Foundant
- Opened 12 new B'nai Tzedek Funds
- Opened 2 LOJ successor funds
- Continue JFS Endowment Fund campaign (raised \$7.2 million)
- Start Strategic Plan – gather data/focus groups/surveys
- Life & Legacy: Offer webinars on legacy giving to partner agencies

#### **GOALS to be reached in January 2022 – June 2022**

- Complete the JFS Endowment Fund (we need to raise \$300,000 more)
- Hold Strategic Plan working group meetings and gather recommendations for Agency Relationships, Revenue, and Technology
- Update policy manual as part of Strategic Plan (enlisted the help of Jimmy Jalenak).
- Professional Advisory Group (PAG) – onboard new PAG Committee members for planning committee.
- Kickoff new 2022 PAG Directory.
- Foundation staff to visit firms to continue Professional Advisor relationships (goal is 1/month).
- Life & Legacy: Continue offering webinars on legacy giving to partner agencies.
- Review documents for Donor Advised Fund Holders regarding successor advisors and legacy plans/guiding documents.
- Present at partner agency board meetings – legacy, endowment, etc.
- Start working with Anthony and Jason to transition chair positions.
- Open 5 new B'nai Tzedek Funds

The meeting was adjourned at 6:30 pm.

## GRANTS : March 2022 - May 2022

Grantee Name	amount	city	state
92nd Street Y	5,000.00	New York	NY
Adi Israel Foundation	600.00	New York	NY
Afya Foundation	500.00	Yonkers	NY
Ahavath Achim Congregation	125.00	Atlanta	GA
Akiva School	3,250.00	Nashville	TN
American Cancer Society - Memphis	750.00	Memphis	TN
American Diabetes Association	100.00	Merrifield	VA
American Friends of Chabad Niagara	37,500.00	Hamilton	ON
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 Magen David Adom	50.00	Palm Beach Gardens	FL
American Friends of Yeshivat Lev Hatorah	1,800.00	Teaneck	NJ
American Friends of Yeshivat Lev HaTorah	200.00	Teaneck	NJ
American Heart Association	100.00	Dallas	TX
American Jewish Committee	5,000.00	Chicago	IL
American Red Cross	360.00	Little Rock	AR
American Society for Yad Vashem	50.00	Milwaukee	WI
Anshei Sphard - BethEl Emeth Synagogue	4,554.38	Memphis	TN
Anshei Sphard - BethEl Emeth Synagogue Sisterhood	554.00	Memphis	TN
arrow creative	460.00	memphis	TN
Atlanta Scholars Kollel	360.00	Atlanta	GA
A Way Out Ministries	2,500.00	Memphis	TN
Baron Hirsch Congregation	89,548.52	Memphis	TN
Bartow Family Foundation	5,000.00	Birmingham	AL
BBYO - Delta Region	5,000.00	Washington	DC
Belmont Hill School, Inc.	1,000.00	Belmont	MA
Benign Essential Blepharospasm Research Foundation, Inc.	1,000.00	Beaumont	TX
Best Friend Animal Society	35.00	Kanab	UT
Beth Sholom Synagogue	126,822.12	Memphis	TN
Birthright Israel Foundation	350.00	New York	NY
B'nai Brith Beber Camp	10,000.00	Mukwonago	WI
B'nai B'rith International	100.00	Washington	DC
B'nai B'rith Youth Organization - Memphis	125.00	Germantown	TN
B'nai Zion Congregation	226.00	Cleveland	TN
Boca Raton Synagogue, Inc.	180.00	Boca Raton	FL
Bornblum Jewish Community School	56,671.59	Memphis	TN
Camp Ramah in Wisconsin, Inc.	10,000.00	Chicago	IL
CARE	1,500.00	Atlanta	GA
Carpenter Art Garden	50.00	Memphis	TN
CasaLuz	25.00	Memphis	TN
Catholic Schools Foundation, Inc	5,000.00	Boston	MA
Central High School	7,839.45	Memphis	TN
Chabad at Rice	100.00	Houston	TX
Chabad House at Miami University	500.00	Oxford	OH
Chabad Lubavitch of Tennessee	780.00	Memphis	TN
Chabad on Fulton - Student Center	100.00	Poughkeepsie	NY

## GRANTS : March 2022 - May 2022

Church Health	2,875.00	Memphis	TN
Church of the Holy Spirit	3,800.00	Memphis	TN
Circuit Playhouse, Inc.	10,000.00	Memphis	TN
City Year	250.00	Memphis	TN
Collage Dance Collective, Inc.	1,000.00	Memphis	TN
Columbia Barnard Hillel - The Kraft Center	250.00	New York	NY
Congregation Anshe Chesed	360.00	New York	NY
Congregation Anshei Sfarad	3,300.00	Louisville	KY
Congregation Beth Israel	25.00	Houston	TX
Congregation Beth Jacob	558.00	Atlanta	GA
Consumer Reports Inc	30.00	Washington	DC
Doctors Without Borders	1,350.00	Hagerstown	MD
Easterseals	50.00	Nashville	TN
Etzion Foundation	1,250.00	Teaneck	NJ
Facing History and Ourselves	36,000.00	Memphis	TN
First Tee - Cleveland aka The First Tee of Cleveland	100.00	Newburgh Heights	OH
Freedom Preparatory Academy Charter Schools	100.00	Memphis	TN
Friends of Hatzolah Ashdod Drom	1,875.00	Brooklyn	NY
Friends of JCC Krakow	1,000.00	Sufferin	NY
Germantown Charity Horse Show, Inc	5,250.00	Germantown	TN
Girls on the Run Memphis	250.00	Memphis	TN
Gray for Glioblastoma	1,000.00	Bethesda	MD
Habitat for Humanity of Greater Memphis	2,000.00	Memphis	TN
Hadassah Hub--Super South	137.35	Dunwoody	GA
Hadassah, The Womens Zionist Organization of America	1,000.00	Washington	DC
Hebrew Immigrant Aid Society	360.00	Silver Spring	MD
Henry S. Jacobs Camp	25,500.00	Utica	MS
Herb Kosten Foundation	75.00	Memphis	TN
Hillel International Foundation	100.00	Washington	DC
Hillel of Memphis	4,312.00	Memphis	TN
Hutchison School	6,500.00	Memphis	TN
Indie Memphis	10,000.00	Memphis	TN
Inheritance Project Ltd	5,000.00	New York	NY
In Motion	100.00	Beachwood	OH
Integrity Initiatives International	6,000.00	Boston	MA
International Rescue Committee, Inc.	250.00	Albert Lea	MN
Iris Orchestra, Inc,	2,500.00	Germantown	TN
IsraAID (US) Global Humanitarian Assistance, Inc.	1,000.00	Palo Alto	CA
Jay Uiberall Foundation	15,000.00	Memphis	TN
Jewish Big Brothers Big Sisters of Los Angeles	1,500.00	Los Angeles	CA
Jewish Children's Regional Service	350.00	Metairie	LA
Jewish Community Center of Kansas City	3,500.00	Overland Park	KS
Jewish Community Centers Association	150.00	St. Louis	MO
Jewish Federation of Nashville and Middle Tennessee	3,000.00	Nashville	TN
Jewish Foundation of Memphis	50.00	Memphis	TN
Jewish Historical Society of Memphis	250.00	Germantown	TN
JFS at the Memphis Jewish Community Center	7,160.83	Memphis	TN

## GRANTS : March 2022 - May 2022

Joint Distribution Committee	60,000.00	New York	NY
Josh and His Critters	1,000.00	Sun Valley	CA
Judaism Alive - Jewish Rock Radio	12,500.00	Chesterfield	MO
Just City Memphis	1,015.00	Memphis	TN
Keneseth Israel Congregation	10,000.00	Louisville	KY
Kirby Pines Foundation Inc	1,000.00	Memphis	TN
Le Bonheur Childrens Hospital Foundation	1,100.00	Memphis	TN
LeBonheur Club, Inc.	200.00	Memphis	TN
Leukemia and Lymphoma Society	100.00	Washington	DC
Lindenwood Christian Church	250.00	Memphis	TN
Madonna Learning Center	350.00	Germantown	TN
Make-A-Wish Mid-South	1,500.00	Memphis	TN
March of Dimes	50.00	Atlanta	GA
Margolin Hebrew Academy/FYOS	118,992.47	Memphis	TN
Marine Mammal Care Center Los Angeles	1,000.00	San Pedro	CA
Mayo Clinic	200.00	Rochester	MN
McCallum Theatre aka Friends of the Cultural Center Inc.	5,000.00	Palm Desert	CA
Memphis Center for Reproductive Health	1,500.00	Memphis	TN
Memphis Humane Society	35.00	Memphis	TN
Memphis Jewish Community Center	102,824.54	Germantown	TN
Memphis Jewish Federation	178,883.08	Germantown	TN
Memphis Jewish Home & Rehab	40,043.05	Cordova	TN
Memphis Kollel	2,300.00	Memphis	TN
Memphis Planned Parenthood	6,700.00	Memphis	TN
Memphis Symphony Orchestra	5,500.00	Memphis	TN
Memphis University School	25.00	Memphis	TN
Memphis Zoo	50.00	Memphis	TN
Methodist Healthcare Foundation	2,000.00	Memphis	TN
Metropolitan Inter-Faith Association	1,525.00	Memphis	TN
Michigan Hillel	1,000.00	Ann Arbor	MI
Mid-South Food Bank	3,700.00	Memphis	TN
Mid-South Parkinsons Disease Foundation, Inc,	1,000.00	Memphis	TN
Mid-South Spay & Neuter Services	500.00	Memphis	TN
Music Export Memphis	50.00	Memphis	TN
National Council of Jewish Women	50.00	Memphis	TN
National MS Society	1,500.00	Hartland	WI
Neve Michael Children's Village	500.00	Pembroke Pines	FL
New Ballet Ensemble and School	1,000.00	Memphis	TN
New Memphis Institute	3,000.00	Memphis	TN
Novick Cardiac Alliance	600.00	Memphis	TN
Ohr HaTorah of Toco Hills, Inc. aka Congregation Ohr HaTorah	360.00	Atlanta	GA
Orthodox Union	1,800.00	New York	NY
OUTMemphis	1,300.00	Memphis	TN
Overton Park Shell, Inc.	6,000.00	Memphis	TN
Parkinson's Foundation	1,000.00	Miami	FL
PenFed Foundation	50,000.00	Alexandria	VA
Penn Hillel	118.00	Philadelphia	PA

## GRANTS : March 2022 - May 2022

Pink Aint Whatcha Think	2,000.00	Memphis	TN
Planned Parenthood Federation of America	5,311.78	Washington	DC
Planned Parenthood of Tennessee and North Mississippi	500.00	Nashville	TN
Playback Memphis	250.00	Memphis	TN
Plough Towers	750.00	Memphis	TN
REACH Memphis	1,000.00	Memphis	TN
Rocky Mountain Rites of Passage	300.00	Boulder	CO
Ronald McDonald House Charities of Central Ohio Inc.	18.00	Columbus	OH
Sarasota Contemporary Dance	7,000.00	Sarasota	FL
Second Presbyterian Church Foundation, Inc.	500.00	Memphis	TN
Section 901 Youth Athletic Fund dba 901 Fund	10,000.00	Memphis	TN
Shelby Farms Park Conservancy	5,600.00	Memphis	TN
Shir Bamidbar, Inc.	1,800.00	Clawson	MI
Sigma Kappa Foundation, Inc.- Alpha Delta Chapter at UT Knoxville	750.00	Knoxville	TN
Simon Wiesenthal Center	500.00	Los Angeles	CA
Simon Wiesenthal Center	100.00	New York	NY
Southern Communications Volunteers	500.00	Memphis	TN
St. John's Episcopal Church	100.00	Memphis	TN
St. Jude Children's Research Hospital	6,825.00	Memphis	TN
St. Mary's Episcopal School	5,000.00	Memphis	TN
Temple Israel	59,944.90	Memphis	TN
Temple Israel Brotherhood	2,700.00	Memphis	TN
Temple Sinai	305.50	Atlanta	GA
Tennesseans for Alternatives to the Death Penalty	500.00	Nashville	TN
Tennessee Innocence Project	200.00	Nashville	TN
Theatre Memphis	5,000.00	Memphis	TN
The Jewish Federations of North America	202,040.48	New York	NY
THE NATIONAL WWII MUSEUM	50.00	New Orleans	LA
The Schechter Institutes, Inc.	10,000.00	Philadelphia	PA
The Tikvah Fund	5,000.00	New York	NY
The University of Texas at Austin	1,500.00	Austin	TX
The Vera Project	2,500.00	Seattle	WA
Thrive Memphis	2,690.00	Memphis	TN
Tidewater Winds	50.00	Virginia Beach	VA
Torah Day School of Atlanta, Inc.	1,875.00	Atlanta	GA
UJA - Federation of NY	360.00	New York	NY
United States Holocaust Memorial Museum	154.00	Washington	DC
United Synagogue of Conservative Judaism	50.00	Allenwood	NJ
Unity for Animals	1,350.00	Memphis	TN
University of Memphis Foundation	400.00	Memphis	TN
University of Pennsylvania	100.00	Philadelphia	PA
University of Tennessee Foundation	1,200.00	Memphis	TN
Vaad Harabbanim Linyanei Tzeduka Inc	400.00	Lakewood	NJ
Vayu Global Health Foundation Inc.	1,000.00	Medford	MA
West Cancer Foundation	5,000.00	Germantown	TN
Westcoast Black Theatre	2,500.00	Sarasota	FL
WKNO-FM	60.00	Cordova	TN

GRANTS : March 2022 - May 2022

WKNO - TV	670.00	Cordova	TN
Women's Foundation of Greater Memphis	100.00	Memphis	TN
World Central Kitchen, Inc.	1,680.00	Washington	DC
World Jewish Congress - American Section	100.00	New York	NY
World Wildlife Fund	40.00	Washington	DC
Yeshiva Minchas Eluzar	108.00	New York	NY
Yeshivas Kesser Yonah	12,000.00	Chicago	IL
Young Israel of Memphis	9,251.00	Memphis	TN
Youth Renewal Fund	2,500.00	New York	NY
	1,570,339.04		

**JFM Realty  
Appointment of Board of Directors  
June 7, 2022**

**Board of Directors:**

Re-Appointment of Board Members

Mr. Sandy Blockman, Chair

Mr. Michael Greenberg

Mr. Jimmy Jalenak

Mr. Bert Less

New Appointed Board Members

Mr. Larry Magdovitz

Mrs. Mindy Wagerman



## 2022 Strategic Plan – Revenue Implementation Plan

### Staying As-Is:

- Keep Agency participation fees as is, and continue to award credits based on operating surplus evaluated on a year-to-year basis.
- 10bp fees for custodial assets that are partner agency's.
- 50bp fees for custodial assets that are non-partner agency's.

### Proposal of Changes (to be implemented June 30, 2022):

- Ensure proper classification of all funds.
- Charge a \$500 setup fee for Memorial Funds. This will cover a unique donation URL, writing and mailing tribute cards, and the increased amount of gift processing.
- Adopt a new sliding scale fee schedule for Foundation Designated Endowment Funds that benefit another organization.
- Adopt the Support Organization (SO) active, sliding scale for Donor Advised Funds (DAFs) in order to:
  - Incentivize larger funds to consider being DAFs instead of SOs
  - Keep the lower end at 1.5%

### Impact of Proposed Fee Structure Change:

	Total as of 12/31/21	Proposed	Net Change
Fee Income- Donor Advised	\$115,706.04	\$109,453.80	(\$6,252.24)
Fee Income- Designated	\$22,585.76	\$28,884.97	\$6,299.21
Fee Income- Agency	\$7,882.64	\$5,312.57	(\$2,570.07)
Fee Income - Support Org	\$15,889.68	\$15,889.68	0
<b>Total</b>	<b>\$162,064.12</b>	<b>\$159,541.02</b>	<b>(\$2,523.10)</b>

**Donor Advised Fund Fees:**

	<b>Current DAF</b>	<b>Proposed DAF</b>
0.01	1.50%	1.50%
500,000.01	1.25%	1.25%
1,000,000.01	1.00%	1.00%
2,000,000.01	1.00%	0.75%
3,000,000.01	0.50%	0.50%
5,000,000.01	0.50%	0.25%
10,000,000.01	0.25%	0.15%
15,000,000.01	0.25%	0.10%
20,000,000.01	0.25%	0.05%
Minimum Fee \$200 a year		

**Designated Fund Fees:**

	<b>Current Designated Fund</b>	<b>Proposed Designated Fund</b>
0.01	1.00%	1.00%
500,000.01	1.00%	0.75%
1,000,000.01	1.00%	0.63%
2,000,000.01	1.00%	0.50%
3,000,000.01	1.00%	0.38%
5,000,000.01	1.00%	0.25%
10,000,000.01	1.00%	0.08%
15,000,000.01	1.00%	0.05%
20,000,000.01	1.00%	0.03%
Minimum Fee \$200 a year		

**Support Organization Fees:**

	<b>Current Support Org</b>	<b>Proposed Support Org</b>
0.01	1.50%	1.50%
500,000.01	1.25%	1.25%
1,000,000.01	1.00%	1.00%
2,000,000.01	0.75%	0.75%
3,000,000.01	0.50%	0.50%
5,000,000.01	0.15%	0.25%
10,000,000.01	0.10%	0.15%
15,000,000.01	0.05%	0.10%
20,000,000.01	0.04%	0.05%
Minimum Fee \$200 a year		

\*Note: The new fee schedule for \$5M+ level is for NEW Support Organizations, not existing ones. Fees for additional services that a Support Org may require will be charged on a case by case basis. These customized services will be reviewed as new Support Orgs join JFOM.



## 2022 Strategic Plan

### Summary:

The strategic plan of the Jewish Foundation of Memphis (JFOM) began in 2021, after JFOM's 25<sup>th</sup> anniversary year, to chart the course for the future. A steering committee was formed with current and past board chairs and board members including Sandy Blockman, Hal Fogelman, Charles Jalenak, Marty Kelman, Anthony Morrison, Jason Salomon, and Elkan Scheidt. The committee provided input into how to gather information from four identified audience groups: Foundation's Partner Agencies, donor advised fundholders, professional advisors and board members. Subsequently during the summer of 2021, surveys were launched online and focus groups, facilitated by Dirk Bird of JFNA, were hosted on Zoom. In August, a board retreat with a full SWOT analysis exercise, completed the data gathering process and finalized the next steps.

The strategic plan was led by JFOM board members and volunteers, under the leadership of Sarah VanderWalde, Director of Foundation Programs. Sub-committees were formed based on input from the surveys, focus groups and meetings. The sub-committees met throughout 2021-2022 and below are the final recommendations, for board approval.

### Recommendations:

#### I. PARTNER AGENCY RELATIONSHIPS

**Committee members:** Dot Bilsky, Judy Bookman, Sam Chafetz, Paula Jacobson, Emily Lennon, Judy Moss, Laura Paller, Judy Royal, Elaine Wagner Skopp

**Focus Group attendees:** Aileen Cooper, Emily Lennon, Diane Mendelson, Laurie Meskin, Laura Paller, Judy Royal, Ilyssa Wertheimer

Priorities:

- Educate the boards about how JFOM supports its partner agencies.
- Re-launch legacy giving initiative and let agencies opt-in.
- Publicize Needs List at board meetings to advertise JFOM support.

## II. PROFESSIONAL ADVISORY GROUP

**Committee members:** Scott Bendure, Garrett Bizzel, John May, Patrick O’Hearn, Jason Salomon

**Focus Group attendees:** Renee Castle, John May, Jason Salomon, Mike Stein

Priorities:

- Host events that provide advisors with continuing education credits.
- Networking events should be in the evening / happy hour time.
- Publish a second Professional Advisor Directory – online with a searchable option is preferable.
- Monthly email communication to keep advisors engaged with JFOM.

## III. TECHNOLOGY

**Committee members:** Jonathan Epstein, Corey Kenerly (Running Pony) and Roy Graber, Glen Tedford (GTS Technologies)

Priorities:

- Implement Foundant for back-office accounting.
- Encourage donor advised fund holders to use Donor Portal.
- Re-do JFOM website with support from Running Pony.
- Install new server and transfer all the data with support from GTS.

## IV. REVENUE and FUND POLICIES

**Committee members:** Lawson Arney, Sandy Blockman, Mark Fogelman, Marty Kelman, Anthony Morrison, Jason Salomon, Jerry Siegler, Elkan Scheidt

Priorities:

- Evaluate the fee structure for all fund types and make changes if necessary.
  - For Donor Advised Funds (DAFs) and Designated Funds – implement fee changes after June 30, 2022.
  - For Support Organizations (SO) – Any proposed changes would apply to a new SO established after July 1, 2022. There is no impact to current SOs.
- Analyze fees for memorial fund management. Currently provide this service free of charge.
- Review operating procedures documentation and update as necessary.
- Remove minimum balance requirement for donor advised funds.

- Increase turn-around time for grants – goal is for checks to be sent weekly, instead of the 15<sup>th</sup> and 30<sup>th</sup> of the month.
- Limit successor advisors to one generation.
- Make sure each fundholder has an established guiding document.
- Provide resources/events for family estate planning.
- Provide more technical information on tax laws and giving strategies.
- Continue with year-end incentive for opening 10 new DAFs by December 31<sup>st</sup>.