



Combined Board of Director's Meeting

May 12, 2021

Agenda

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|-------------|---|--------------------------|
| I. | Welcome and Call to Order | Ken Steinberg |
| | a. Approval of Minutes from March 31, 2021 meeting* | |
| II. | JFNA Emerge Program Highlights | Jaclyn Marshall |
| III. | MJF Operating and Grants Budgets | Cindy Finestone |
| | a. Special Grant Approvals (FJFS & Goldberger Appreciation Gift)* | |
| | b. Approval of 2021/2022 Operating & Grants Budgets* | |
| IV. | Jewish Foundation Grant Approvals* | Anthony Morrison |
| V. | Governance Committee Report | Michael Greenberg |
| VI. | President's Report | Laura Linder |
| VII. | Chair's Remarks and Adjournment | Ken Steinberg |

*attached

JCP Board of Directors Meeting

March 31, 2021, 5:30 pm

MINUTES

On March 31, 2021, Jewish Community Partners, Memphis Jewish Federation, and Jewish Foundation of Memphis held a Board Meeting to conduct its business via Zoom.us.

At 5:30 pm, Mr. Ken Steinberg, chair of the Jewish Community Partners Board of Directors, called the meeting to order.

JCP Board of Trustees in attendance

Pace Cooper, Bob Eiseman, Hal Fogelman, Jonathan Frisch, Michael Greenberg, Mimi Grossman, Jan Groveman, Lee Harkavy, Charles Jalenak, Gary Kaplan, Martin Klazmer, Marty Kelman, Debbie Lazarov, Emily Lennon, Richard Lewis, Sarah Lewis, Steve Libby, Jaclyn Marshall, Anthony Morrison, Scott Notowich, Jimmy Ringel, Wendy Rotter, Jason Salomon, Jill Shanker, Irvin Skopp, Daniel Snyder, Ken Steinberg, Kimberlee Strome, Elissa Taub, Keri Unowsky, Scott Vogel, and Craig Weiss.

Memphis Jewish Federation Board of Trustees in attendance

Cindy Finestone, Charles Jalenak, Marty Kelman, Scott Notowich, Alla Lubin, Eileen Posner, Irvin Skopp, and Andie Uiberall.

Jewish Foundation of Memphis Board of Trustees in attendance

Dot Bilsky, Stanley Bilsky, Judy Bookman, Hal Fogelman, Paula Jacobson, Charles Jalenak, Marty Kelman, Ron Lazarov, Alla Lubin, Anthony Morrison, Laura Paller, Judy Royal, Elkan Scheidt, and Elaine Skopp

Jewish Community Partners Staff in Attendance

Michael Barnett, Sheri Gadberry, Laura Linder, Elyssa Pfeffer, Carrie Richardson, Larry Schaffer, Sarah VanderWalde, Tim Wheat and Bluma Zuckerbrot-Finkelstein.

Mr. Steinberg called for approval of the February 24, 2021 Board Minutes. Debbie Lazarov moved that the minutes be approved, and Charles Jalenak seconded the motion. The February 24, 2021 Board Minutes were approved.

Grant Approvals: Foundation

Anthony Morrison, JFOM Chair, called to approve Jewish Foundation of Memphis grants from March 2021; Total \$181,553.45. Ken Steinberg moved to approve grant requests, and Marty Kelman seconded the motion. Approved

Grant Approvals: Covid-19 Urgent Needs Grant

Scott Vogel reviewed the updated criteria for applying for this grant:

- Grant applications will be accepted from Memphis Jewish organizations for urgent needs that arise as a direct result of the pandemic; are essential to providing an organization's basic, core services; and are/were unbudgeted.
- The requested need has to have been urgent at the time of the expense and the grant request must be submitted within three months that the expense was incurred.
- Maximum grant request is \$25,000.
- Grant awards are not guaranteed.

- With Covid-related protocols and guidelines well in place, it is expected that ongoing, normative Covid-19 needs will be incorporated into an organization's operating budget.
- Preference will be given where the applicant can demonstrate that the needs submitted can't be covered by other funding sources/streams, i.e. government and private grants, foundations, donors, etc.

Cindy Finestone moved to approve grant request, and Gary Kaplan seconded the motion. Approved

Bluma Zuckerbrot-Finkelstein reviewed the urgent needs request from Memphis Jewish Home and Rehab. The committee recommends funding \$13,800 for Covid-19 virus testing from October 2020-January 2021. Craig Weiss moved to approve grant requests, and Cindy Finestone seconded the motion. Approved

Grant Approvals: Day School Collaboration

Bluma Zuckerbrot-Finkelstein reviewed the letter from MHA and Bornblum concerning Social Emotional Learning (SEL) programs: Second Step Curriculum. The Second Step Curriculum is an Evidence Based Curriculum. It includes several areas of competency, such as: child protection; bully prevention; digital citizenship; and social emotional learning, with components of inclusion, friendship, self-regulation and coping skills. The program provides for ease of facilitation through explicit guidance for any adult to guide and support the lesson. There is a comprehensive training for staff to support an effective implementation of the program.

Cost for the program and a one-year site license is \$10,627: MHA - \$5638 (this includes Early Learning SEL Kit and Early Learning CPU)BJCS \$4989

Jimmy Ringel moved to approve the grant request, and Anthony Morrison seconded the motion. Approved.

FJFS 5-year Strategy

Gary Kaplan reviewed the FJFS 5-year Strategic Plan that was previously sent out to all board members prior to the meeting. All highlights, points of interest and committee recommendations were reviewed as well. Marty Kelman moved to approve the strategic plan, and Andie Uiberall seconded the motion. Approved.

Stories of Impact

Alla Lubin shared a story of a touching solicitor call. She had called this donor several times and left several messages. One day the donor called Mrs. Lubin back. Alla felt the donor needed a special connection and shared her personal experience with Federation. The donor relayed her life story and thanked Alla for her call promising she would look for more Federation mailings/ information.

Videos of Amirah Bauder and Robbie Musicante , Jewish Community Fellows at Rhodes, was shared to illustrate how Federation improves their Jewish life while in college.

Jimmy Ringel, the FRD co-chair, reviewed the progress of our Annual Campaign. The JCP staff will be doing one final push to bring in gifts and then auto renewal letters will be mailed out.

President's Report

Laura Linder, CEO & President, announced a series of meetings called "Get on Board" in which board members can become familiar with the upcoming Budget package. FJFS Endowment it up to 6.4 million pledged/ 4 million collected. Mrs. Linder called on Michael Barnett, JCP COO, for a personnel report. Mr. Barnett announced that our new Regional Security Director, Amanda Braswell will start in April 2021 and still interviewing for Campaign Director and Community Impact.

Mrs. Linder announced that we have awarded 24 camp scholarships this year of which 11 were from first time applicants.

The meeting was adjourned at 6:18 pm.

		2019-2020 Budget	2019-2020 Actual (Preliminary)	2020-21 Updated Budget As of 9.30.2020	2021-2022 Budget Pro Forma	
INCOME						
Interest Income		7,250	5,758	3,500	3,500	
Fee Income - DA		305,000	312,089	275,000	295,000	
Fee Income Designated		23,000	21,680	21,000	30,000	
Fee Income Agency		15,400	29,158	27,750	30,000	
Fee income - Trust		-	-	-	-	
Fee Income - Support Income		61,500	65,503	65,750	66,000	
Agency Participation		20,000	20,000	30,000	44,380	
Corporate Sponsorships		-	5,000	5,000	5,000	
B'nai Tzedek		15,000	15,943	15,000	15,500	
Legacy Society		2,500	2,500	2,500	2,500	
Operating Endowmnt		59,500	59,103	58,000	60,000	
Contributions		12,500	11,772	15,000	15,000	
Prior Year surplus		50,000	50,000	26,120	-	
IRS Refund of UBTI		-	-	-	-	
SBA PPP Loan Forgiveness		-	-	-	58,800	
TOTAL REVENUE		571,650	598,506	544,620	625,680	
Personnel						
Salaries	40-5011	329,647	326,887	307,735	366,083	
Federal and State Payroll Taxes	40-5013	25,548	24,116	23,849	28,371	
Worker's Compensation	40-5015	1,350	1,697	1,500	1,150	
Medical,Dental,Disability,Life Ins (Assumes 10% Increase)	40-5111	11,520	12,794	17,384	16,429	
Pension Plan	40-5112	17,209	18,211	16,263	21,048	
WTD / Contract Acctg / Retirement Plan Services	40-5016	18,000	18,346	18,000	19,000	
		403,274	402,051	384,731	452,081	
PROFESSIONAL DEVELOPMENT						
Conferences and Meetings	40-5411	7,500	7,929	5,000	7,500	Assumes live events with related travel costs.
SUPPLIES AND PRINTING (65/35)						
Office Supplies & General Printing (Letterhead, envelopes, et	40-5211	5,725	7,018	6,000	7,000	
Computer Maintenance	40-5214	1,470	722	1,500	1,500	
Software Licenses & Outsourced Report Writing (not subject	40-5212	27,500	31,582	27,500	37,500	Foundant annual plus 1/4 initial cost plus Misc.
Printer Contracts, monthly fees& Maintenance	40-5213	3,070	5,422	3,100	4,000	
		37,765	44,744	38,100	50,000	
OCCUPANCY						
MJCC Occupancy	40-5311	7,830	7,530	7,900	8,000	
Insurance	40-5312	4,935	4,967	5,000	5,000	
Controlled Access fees and maintenance	40-5510	560	396	600	600	
		13,325	12,893	13,500	13,600	
TELEPHONE, POSTAGE, INTERNET (65/35)						
Telephone	40-5511	1,855	1,963	1,700	2,000	
Postage	40-5512	3,290	3,337	3,300	3,300	
Internet & Website	40-5519	5,999	2,492	6,300	10,000	Assumes upgrade to Website.
		11,144	7,792	11,300	15,300	
Marketing (General Branding 65/35) - Matt						
Advertising (e.g. 4 full page ads in HW)	40-5414	2,555	599	2,750	3,000	
Annual Report (including design, printing and mailing)	40-5612	2,100	-	4,000	4,000	
2 Newsletters (including design, printing and mailing)	40-5417	2,800	1,632	1,800	2,000	
JFS Marketing		-	-	-	-	
		7,455	2,231	8,550	9,000	
Fundraising - MJF and JFOM						
Marketing	40-6018	4,500	3,938	4,500	10,000	Assumes new initiative and update of materials.
Events (includes Outsourcing Coordination)	40-4125	2,500	-	2,500	2,500	
Lion of Judah		-	-	-	-	
Donor Cultivation (lunches/coffee)	40-6101	1,250	261	1,000	1,000	
General Meeting expense (e.g. food for planning meetings)	40-6102	750	-	500	500	
		9,000	4,199	8,500	14,000	
Programming and Community Impact (includes marketing)* Bluma						
Study - Southern Growth (Board Priority Setting)	40-6214	5,000	5,000	-	-	
Professional Advisors	40-6207	2,000	4,550	4,500	6,500	Assumes 2 events.
B'nai Tzedek	40-4374	15,000	15,943	15,000	15,000	
JFOM 25th Anniversary	40-6212	30,000	23,018	17,500	-	**
		-	-	-	-	
		52,000	48,511	37,000	21,500	
Leadership Development (including General Assembly)	40-5622	1,000	140	1,500	1,500	
OTHER EXPENSE						
Annual Meeting	40-5611	1,500	1,269	1,500	1,500	
Auditing	40-5613	19,000	23,181	20,000	21,000	
Dues and Subscriptions	40-5619	2,000	2,161	1,500	1,500	
Capital Reserve/Community Ed		-	-	-	-	
Bank Fees/Credit Card	40-5513	1,140	1,438	1,200	2,000	
Miscellaneous	40-5627	1,500	1,000	1,500	1,500	
Match for New DA Funds	40-????	-	12,000	6,000	6,000	***
Community Participation and Outreach (Tables, Ads, Etc)	10-5520	1,500	847	1,200	1,500	
		26,640	41,896	32,900	35,000	
TOTAL ADMINISTRATIVE EXPENSES		569,103	572,386	541,081	619,481	
Net Surplus/(Deficit)		2,547	26,120	3,539	6,199	Cushion against fees reduction due to market volatility.

Jewish Community Partners and Affiliates			
PRO FORMA Funds Allocation Projection			
	2021/2022	2020/2021	2019/2020
Unrestricted Campaign:	2,300,000	2,816,378	2,701,997
Projected Net Investment Income	63,016	63,040	65,380
Collections in Excess of Shrinkage (1994-20?? Campaigns)	61,750	66,979	80,991
Projected Favorable Budget Variance - Prior Unused	20,000	12,500	-
Campaign Allocation to fund admin and fundraising	(500,000)	(450,000)	(450,000)
Campaign Allocation to fund MJF Programs	(45,000)	(460,000)	(447,000)
Security	(45,000)	(45,000)	(30,000)
The Alliance (NFC/National Agencies)	-	-	-
Shrinkage 2.50%	(57,500)	(84,491)	(54,040)
Net Allocable Income:	1,842,266	1,919,406	1,867,328
OVERSEAS ALLOCATION - 50%	921,133	959,703	933,664
JAFI Israel Partnership	(54,000)	-	(60,000)
Local Partnership Expense	(6,000)	(6,000)	(15,000)
Khar'kov	(15,000)	(15,000)	(25,000)
Birthright	(25,000)	(25,000)	(18,000)
Women's Spiritual Mission	-	-	-
MJF Israel Engagement Programming	(51,400)	-	-
Total Unrestricted Overseas Allocation	769,733	919,703	815,664
Designated for World Union for Progressive Judaism	15,000	15,000	15,000
Designated for Israel	15,000	16,118	15,000
Designated for JDC & JAFI	36,500	36,500	52,500
	-	-	-
Total Overseas Dollars - Allocated & Designated	987,633	1,027,321	1,016,164
LOCAL ALLOCATION - 50%	921,133	959,703	933,664
Honorials and Memorials	4,116	4,656	4,419
Miscellaneous income (estimate or LK LY reserve, JFNA Matching unused 30k, 21.7k unused Collaborative, 5000 unused special circumstances, and unused Camp Scholarship, and 4200 of unused Youth Group funding)	94,479	93,763	5,000
Projected Income from Unrestricted Endowment	12,129	21,171	8,875
Surplus from 19-20 Fedovaton	-	6,260	20,826
Designated for Local Allocations	568,266	108,648	176,199
Less Community Building and Education Expense	(585,558)	-	-
(ULA):	1,014,564	1,194,201	1,148,983
AVAILABLE FOR FEDOVATION GRANTS (up to 6% ULA ****PC***)	-	(10,400)	(64,389)
AVAILABLE FOR COMMUNITY GRANTS	1,014,564	1,183,801	1,084,594
RESTRICTED DESIGNATED GIFTS			
Security	1,205	1,023	14,690
Above and Beyond - Caring for Fellow Jews	87,242	109,284	267,183
Above and Beyond - Engagement of NextGen	-	-	-
Above and Beyond - Sustainability	-	-	5,000
Specific Local Agencies	8,150	17,882	11,500
Scheidt-Hohenberg Hot Meals Program & JFS Frozen Meal Program	127,397	99,035	67,810
Hillel of Memphis	94,744	96,028	133,974
PJ Library	20,000	15,072	15,118
Israel Scouts	6,000	-	6,260
CRC	1,256	-	4,215
JCP Capacity Building Grant & other Operating Gifts	-	-	135,299
Emergency Assistance Fund	7,500	-	10,000
Miscellaneous Restricted - Wellness Grant	20,000	-	1,621
Disaster Relief	1,251	3,139	21,772
Kramer Fund	-	50,000	-
Designated:	#	1,585,664	1,843,425
TOTAL OVERSEAS AND LOCAL:	2,376,943	2,612,985	2,859,589

a UR gifts - Plough gift now moved to local allo: 2,300,000
b Provide \$500K to MJF to run campaign and cover some admin expenses
c Reduce Shrinkage to 2.5%
d Provide balance of Israel engagement cost above Lemsky Grant
e Move Plough gift to local only as per donor request
f Provide for programmatic priorities of MJF = 585,558

MJF Ops - Pro Forma for 2021 - 2022

	2019-2020 Budget	2019-2020 Actual (Preliminary)	2020-21 Updated Budget As of 9.30.2020	2021-2022 Budget Pro Forma
INCOME				
Campaign (refer back to Waterfall Worksheet)				
Unrestricted Campaign Grant for Admin & Fundraising	450,000	450,000	450,000	500,000
Unrestricted Campaign Grant for Community Building & Education	447,000	447,000	460,000	585,558
Unrestricted Campaign Grant for Overseas Programming				51,400
Unrestricted Campaign Grant for Security				45,000
Endowment				
Lemsky Admin fee	106,355	106,535	108,642	130,756
Operating Endowment Distribution	88,629	88,629	90,535	108,963
Hillel				135,465
Directed Gifts for Programs				
Tributes	7,500	5,582	6,500	5,000
Meals Program (Contributions and MIFA reimbursement)	5,000	5,000	5,000	218,000
PJ Library Gift				20,000
Outside Grant (HG Foundation for PJ Staffing)	1,200	0	0	1,200
Community-Wide Professional Development (from 2019 needs list)				10,000
Service Revenue & fees				
Agency Contributions for Security				24,500
Scholarship-Management fee	1,000	1,000	1,000	1,000
WAFJFS Endowment Marketing Expense	15,000	15,000	15,000	15,000
Event Revenue				
Event Income (Non-YAD) - A Taste of Israel ???	30,000	0	30,000	30,000
Miscellaneous Income (e.g. Donations, reimbursements, etc.)	20,000	20,000	12,500	7,500
YAD Event Income	2,500	0	0	0
Prior Year Surplus	0	0	44,375	0
Corporate Sponsorship	75,000	61,100	40,000	40,000
PPP Funds	0	0	0	57,000
TOTAL REVENUE	1,249,184	1,199,846	1,278,552	1,986,343
Personnel				
Salaries	737,600	708,543	706,488	914,714
Federal and State Payroll Taxes	57,164	51,287	56,003	70,433
Medical,Dental,Disability,Life Ins (Assumes 10% increase)	59,030	52,247	59,773	64,707
Pension Plan	32,500	34,073	37,210	39,779
	905,644	867,045	879,974	1,089,633
PROFESSIONAL DEVELOPMENT				
Conferences and Meetings	15,000	13,517	10,000	15,000
SUPPLIES AND PRINTING				
Office Supplies & General Printing (Letterhead, envelopes, etc.)	10,775	10,920	11,000	11,000
Computer Maintenance	2,750	1,128	2,750	2,750
JFNA CRM Fees	0	0	11,000	11,000
Software Licenses & Outsourced Report Writing	10,500	12,860	12,500	12,500
Printer Contracts, monthly fees& Maintenance	5,700	9,882	5,800	5,800
	29,725	34,590	43,050	43,050
OCCUPANCY				
MJCC Occupancy	51,960	51,960	52,000	52,000
Insurance	9,165	9,360	9,300	9,300
Controlled Access fees and maintenance	1,040	299	1,050	1,050
	62,165	61,619	62,350	62,350
TELEPHONE, POSTAGE, INTERNET (65/35)				
Telephone	3,445	3,457	3,500	3,500
Postage	6,110	6,188	6,200	6,200
Internet & Website	4,641	5,213	5,500	5,500
	14,196	14,858	15,200	15,200
Marketing (General Branding)				
Advertising	4,745	11,778	5,000	5,000
Annual Report (including design, printing and mailing)	7,500	0	7,500	7,500
2 Newsletters (including design, printing and mailing)	5,200	3,729	4,500	4,500
Design Disciple Retainer	0	0	24,400	30,000
JFS Marketing			0	15,000
	17,445	15,507	41,400	62,000
Fundraising / Campaign/LOJ/Super Sunday/ETC				
	51,000	61,922	65,800	65,800
YAD and all related costs including marketing, printing, etc. - Lauren				
Engagement Programming	2,500	1,262	2,500	2,500
	2,500	1,262	2,500	2,500
Programming and Community Impact (includes marketing)				
Lion of Judah - Programming	0	0	0	8,324
Costs for Administering Grants (copying, meeting expense - i.e., Food)	1,750	199	1,000	1,000
Task Forces (Senior Services, Teen Professionals, Special Needs, etc.)	1,000	2,776	1,000	1,000
Holocaust Remembrance	7,500	7,322	7,500	13,324
Newcomers	3,000	1,517	2,000	2,000
Israel Advocacy (mostly marketing and possibly a program)	2,500	0	2,000	2,000
CRC - dues for Israel Action Network, JCPA, interfaith activities, etc.	5,000	3,023	5,000	5,000
General Program expense	2,500	7,154	7,500	7,500
Study - Southern Growth (Board Priority Setting)	5,000	5,000	0	0
Isolated Seniors Program	0	0	11,000	11,000
Hillel of Memphis				120,465
Security				69,500
PJ Library				20,000
Senior Meals				213,000
A Taste of Israel	35,000	8,878	35,000	35,000
Professional Development	0	0	0	10,000
	63,250	35,868	72,000	519,113
Leadership Development (including General Assembly)				
	5,000	1,468	2,000	15,000
OTHER EXPENSE				
Annual Meeting	1,500	1,519	1,500	1,500
Auditing	20,500	20,369	21,000	21,000
Dues and Subscriptions	3,500	1,178	2,000	2,000
Capital Reserve/Community Ed	15,000	12,446	10,000	10,000
Bank Fees/Credit Card	15,000	6,867	14,000	14,000
Miscellaneous	5,000	12	2,000	2,000
Endowment Support	5,000	3,338	4,500	4,500
Office Enhancements	2,500	7,556	2,500	2,500
WTD / Contract Actg / Retirement Plan Services	18,000	19,254	18,000	19,000
Worker's Compensation	1,350	1,641	2,500	2,300
Community Participation and Outreach (Tables, Ads, Etc)	10,000	9,529	7,500	7,500
	97,350	83,709	85,500	86,300
TOTAL ADMINISTRATIVE EXPENSES	1,243,925	1,170,471	1,259,274	1,978,946
Net Surplus/(Deficit)	20,259	44,375	19,278	\$10,397

Budget Reference Notes - programs with a net zero impact

- a Security
 - b Hillel
 - c Meals Program
 - d PJ Library
 - e Professional Development
 - f JFS Marketing
 - g Compensation Increase: CEO contract obligations, add 1.5FTE, increase campaign director comp, fill open positions, provide cost of living and merit increases.
- other: Increase budget for Lion of Judah programming, leadership development, marketing and professional development

Budget Summary by Area

Comp	Other	TOTAL	
384,059	201,500	585,558	COMMUNITY BUILDING & EDUCATION*
142,945	39,212	182,156	OVERSEAS PROGRAMMING**
290,382	145,455	435,838	FUNDRAISING
272,248	74,681	346,928	ADMIN
	440,465	425,465	DIRECT PROGRAMS (Hillel, Meals, Security and PJ Library Books (not personnel))
1,089,633	901,313	1,975,946	

* COMMUNITY BUILDING & EDUCATION

- Community Relations
 - Holocaust Memorial
 - Community Education and Convening
 - Security Oversight
 - Coalition Building
 - Jewish Advocacy
 - Oversight of Direct Programs: Hillel, PJ Library, Newcomers/Shalom Baby, Affinity Groups, Senior Engagement)
 - Memorials
 - Grants Processes (community, fedovation, special)
 - Priority Setting
 - Task Forces (Senior Services and Teen Professionals)
 - Priority Initiatives (e.g. day school operating evaluation, demographic studies, data projects, etc.)
- New Priorities:**
- Impact Evaluation
 - Leadership Development

** OVERSEAS PROGRAMMING

- Missions
- Partnership
- Teen Israel
- Inquiries
- Israel Education
- Rallies
- Memorials
- Lemsky Grants Process

Includes 25% of Lisa S. comp.

Includes 25% of Lisa S. comp

Includes 25% of Lisa S. comp

Includes Hilly Safier comp

Includes Sophie B comp/net of \$15,000 is JCP mgmnt fee

Includes 25% of Lisa S. comp

Source - MJF Operating Budget Allocated ProForma

	Total	Community Programming	Israel Programming	Fundraising	General
Percentages based on personnel allocation estimates	100.00%	35.25%	13.12%	26.65%	24.99%
Personnel Costs	1,089,633	384,059	142,945	290,382	272,248
Professional Development	15,000	5,287	1,968	3,997	3,748
Supplies and Printing	43,050	15,174	5,648	11,473	10,756
Occupancy	62,350	21,976	8,179	16,616	15,578
Communications	15,200	5,357	1,994	4,051	3,798
Marketing	62,000	21,853	8,134	16,523	15,491
Campaign	65,800	-	-	65,800	-
Leadership Development	15,000	5,287	1,968	3,997	3,748
Other	86,300	30,418	11,321	22,999	21,562
			585,558		
Direct Programming Costs					
Security (MJF pays 45% of Total)	69,500	69,500	-	-	-
PJ Library	20,000	20,000	-	-	-
YAD (See MJF Budget)	2,500	2,500	-	-	-
Various (See detail on MJF Budget)	96,148	96,148	-	-	-
Senior Meals Program (Congregant & Home)	213,000	213,000	-	-	-
Hillel	120,465	120,465	-	-	-
	<u>1,975,946</u>	<u>1,011,023</u>	<u>182,156</u>	<u>435,838</u>	<u>346,928</u>
			Lemsky	130,756	
			Campaign	51,400	

Memphis Jewish Federation
Schedule of Grants for the Year ending June 30, 2021 an PRO Forma YE June 30, 20200

		From UR 2020-2021	Unrestricted 2021 - 2022
Overseas			
JFNA - Unrestricted and Fair Share	10-4011	919,703	769,733
JAFI Israel Partnership	10-4162	-	60,000
Birthright Israel	10-4442	25,000	25,000
JFNA - Kharkov	10-4164	15,000	15,000
MJF Israel Programming			51,400
		-	
		<u>959,703</u>	<u>921,133</u>

Local Grants

Grants Committee Recommendations:

							Total Before Endowment
JFS Marketing Grant (to either MJF or FJFS)			15,000	A&B Estimate	Unrestricted	FJFS PPP	
Jewish Family Service - MJCC	10-4361	256,000	66,772	87,242	66,772	90,000	244,014
BBYO Memphis	10-4311	40,000	40,000				
Facing History & Ourselves	10-4326	7,000	7,000				
Jewish Children's Regional Service	10-4371	12,000	15,000		PY Surplus Camp	Des Camp	
Jewish Education	10-4351	406,072	379,853		-	1,500	381,353
Memphis Jewish Community Center	10-4336	297,290	297,290				
Memphis Jewish Home & Rehabilitation	10-4316	103,000	103,000				
Plough Towers	10-4373	39,621	41,589				
Temple israel Youth - MeFTY	10-4384	14,000	14,000				
Synagogue Youth - NCSY	10-4385	15,000	15,000				
Synagogue Youth - Beth Sholom / USY	10-4386	4,200	2,000	Available to grant	Surplus/Deficit		
Youth Group Collaborative Grant			5,000				
		<u>1,194,183</u>	<u>1,001,504</u>	1,014,564	13,060		

Fedovation

		-	-	
		-	-	
Bridge Institute - Universal Language Room	75-4532	4,000	-	
MJHR-Bornblum Panim El Panim	75-4536	1,400	-	
MHA - Ties That Bind	75-4535	10,000	-	C/O 2019-20
Baron Hirsch - Memphis YU Torah Fellows	75-4525	5,000	-	
		-	-	
		-	-	
Wellness		-	20,000	Designated Gift
		<u>20,400</u>	<u>20,000</u>	

Lemsky

Lemsky Committee Recommendations:

Teen Israel Experience	70-4418	90,000	60,000
Post High School Israel Trips	70-4419	55,000	40,000
Bornblum 8th Grade Trip to israel	70-4416	23,500	30,000
Need Based Scholarships for Israel Travel	70-4411	10,000	10,000
Lemsky fact Finding Mission	70-4410	8,375	9,125
Memphis Shoham Steering Cmte in Israel	70-4426	10,000	10,000
MHA Junior High Trip to Israel	70-4448	46,300	72,000
Adults in Need - First time Travelers	70-4454	15,000	15,000
CCD Mission	70-4417	-	17,050
Men's JWRP Trip	70-4421	10,174	10,175
Israel Adventure Experience	70-4431	35,000	-
MHA - Kollel Torah MiTzion	70-4112	50,000	50,000
MJCC - Center for Jewish Living & Learning	70-4115	50,000	50,000
Memphis Friends of Israel - Festival	70-4113	-	12,000
Memphis NCSY Scholars	70-4455	16,075	16,075
TI - Institute for Reform Zionism	70-4457	-	21,325
MJHR - Stand on Holy Ground	70-New	-	4,000
Bornblum - From Land Milk Honey to Gardens	70-New	-	7,500
Israel Scouts Friendship Caravan	70-4212	6,150	6,200
Israel @ 75 Project Coordinator	70-New	-	10,000
ORT America - Youth Village Dropout Prevention	70-New	-	15,000
JAFI Nativ	70-4434	23,500	27,500
JDC / Celeb (Holocaust Survivors)	70-4449	68,000	75,000
JAFI / Mechinat or Yehuda	70-4439	23,500	27,500
WUPJ / Yachdav - Jewish Peoplehood	70-4430	28,500	23,000
JAFI Youth Futures in Lod & Sderot	70-4437	23,500	25,000
		<u>592,574</u>	<u>643,450</u>



2021 Strategic Plan Process Outline – with Meeting Notes

March 23, 2021

Anthony Morrison, Charles Jalenak, Sandy Blockman,

Marty Kelman, Elkan Scheidt, Hal Fogelman.

Step 1: Engage Past and Current JFOM Board members in active discussion during a 2-hour retreat in July/August. Discuss the following questions:

- Why was Foundation created?
- What is the Foundation's unique offerings?
- What does the Jewish community need from the Foundation?
- Who is our target audience?
- SWOT Analysis

Step 2: Re-engage community leaders in work of JFOM

- Governance restructure being discussed, to be completed and approved before the Annual Meeting – June 15, 2021

Step 3: Create 4 focus groups – hire 3rd party facilitator (suggested Dirk Bird).

1. **Partner Agencies** (utilize the document that outlines support JFOM provides to agencies)
 - a. How satisfied are you with your partnership with the Foundation?
 - b. Which services offered by the Foundation do you/have you utilized?
 - c. If you have not engaged the Foundation closely in your work, why?
2. **Professional Advisors** Focus Group followed up by an email Survey to the broader membership
 - a. Do you incorporate charitable giving in your discussions with your clients?
 - b. How have you interacted with the Jewish Foundation?
 - c. What resources provided by the Foundation have been most helpful for you in serving the needs of your clients?
 - d. How can the Jewish Foundation be more helpful to you?
 - e. Does the Foundation's investment platform, and the ability for donors to use their own financial advisor meet your/your clients needs?
 - f. Are you aware of the expertise of the Jewish Foundation in facilitating non-traditional gifts (e.g. real estate, collectibles, etc.)?
 - g. How can we help you strengthen your work with charitably-minded donors?

3. **Fund holders** – focus group and follow up with an online survey
 - a. In what ways has your donor advised fund helped you achieve your charitable goals?
 - b. What percentage of your total charitable giving is facilitated through your donor advised fund?
 - c. What resources of the Jewish Foundation have been most helpful to you in achieving your charitable goals?
 - d. What other resources would be helpful to you?
 - e. Does the investment platform offer you the flexibility and diversity you need/want?
 - f. How would you describe your experience with the gifting and granting process through your donor advised fund?
 - g. Have you recommended the Foundation’s donor advised fund platform to others?
4. **Non-fund holders** who have a history of active charitable giving in the Jewish community
 - a. Do you currently use a donor advised fund to manage your charitable giving? If yes, how did you choose that provider?
 - b. Have you considered partnering with the Jewish Foundation?
 - c. What resources would be most helpful to you in achieving your charitable goals?

Step 4: Evaluate and Update Foundation Policies and Procedures

1. Governance structure – role of the board
2. Donor interface/stewardship
3. Policies and procedures
4. Fee structure
5. Agency fees
6. IPS
7. Offerings
8. Fund agreements & alignment with SEC and IRS regulations
9. Marketing (Crescendo and other)
10. Gift Acceptance Policies (especially rules for gifts of stock)
11. Grantee Approval Process & Qualified Distributions (Lay oversight?)*
12. Dormant Fund Policies
13. Successor Advisor guidelines
14. Audit of Life Insurance Policies

Step 5: Identify Best Practices in the field around the following key program areas

1. Donor Advised Funds
2. Engagement of Professional Advisors
3. Expanded Donor Engagement (e.g. Giving circles, point of interest funds, etc.)
4. Non-Cash Assets and other offerings

2021/2022 Operating Budget – Summary of Substantive Changes - April 9, 2021

In preparation for this year's budget process, JCP staff did an extensive review of personnel and budget expenditures within the 4 major functions of MJF and determined the following allocation (see attached schedules for more detail):

- Fundraising – 26.65%
- Administration – 24.99%
- Community Building and Local Engagement – 35.25%
- Overseas Engagement - 13.12%

These percentages are reflected throughout the various schedules that make up the complete 21/22 operating budget proposal. Here is a summary of substantive changes on the various schedules:

Waterfall:

- Plough Gift Directed to Local Allocable Dollars per endowment gift agreement. As a result:
 - MJF Community Building and Local Education costs (35.52% of total budget) moved to Local Allocable Dollars
- UR Allocable Dollars are now net of:
 - .12 cents for every dollar raised or \$500,000 to cover fundraising costs (26.65% of total budget) and a small percentage of administrative costs. Remaining admin costs covered by event revenue, corporate sponsorships, fee for service
 - Security Grant of \$45,000
 - A reduced shrinkage calculation of 2.5% instead of 3%.
- Overseas Allocable Dollars now include:
 - A grant to MJF to cover the balance of overseas engagement cost (13.12% of total budget) above Lemsky Grant

MJF Operating Budget:

In order to see all of the expenses incurred by MJF to execute its fundraising, administrative, community building and engagement role, we are presenting a “roll-up” budget.

- Revenue and expenses for the meals program, Hillel and Security are integrated.
- Personnel budget, (APPROVED BY COMP COMMITTEE March 29, 2021) has been increased significantly over last year to:
 - Fill open positions (campaign, community impact, marketing associate), one at a higher level (campaign)
 - Meet contractual agreement with CEO (was not adhered to LY due to COVID)
 - Support several promotions, merit increases and COL (no raises LY)
 - Add 1.5 FTE to address under-resourced priorities of strategic plan
- Program budgets increased for: Leadership Development, Lion of Judah, marketing and communication

MJF Grants Budget:

- Sustainable funding for non-formula based grantees
- New grant award for wellness initiatives (\$20,000)
- Formula-based grantees (overseas and Jewish education) could be impacted as follows:
 - Reduction in overseas grant (est. \$35,000)
 - Reduction in Jewish education grant (est. \$14,000)

JFOM Operating Budget:

- More of CEO time shifted to JFOM budget reflecting strategic plan priority to focus on endowment building
- Increased database expense due to implementation of new system and website upgrade.