



# Budget & Allocations Report

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## FY 2014-2015

(June 1, 2014 – May 31, 2015)



Jewish Federation  
OF METROPOLITAN DETROIT

# Our Mission

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The Jewish Federation of Metropolitan Detroit is dedicated to serving the needs of the Jewish people locally, globally and in Israel. Federation is the community leader, and through its annual fundraising campaign provides for a vibrant and secure Jewish community, now and into the future.



Jewish Federation  
OF METROPOLITAN DETROIT

# TABLE OF CONTENTS

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<b>Planning and Allocations Steering Committee (PASC)</b> .....	2
<b>PASC Report and Allocations Recommendations</b> .....	3
<b>Allocations Tables</b> .....	14
Allocations Summary	
Israel and Overseas – Attachment I	
National Agencies – Attachment II	
Local Agencies – Attachment III	
Notes	
<b>Agency Budget Summaries/Allocations</b>	
<b>Community Services Division</b>	
Hebrew Free Loan.....	17
Jewish Community Relations Council .....	18
Jewish Family Service.....	19
Jewish Senior Life .....	22
JVS.....	24
<b>Jewish Identity Building Division</b>	
BBYO .....	27
Tamarack Camps.....	28
Hillel Campus Alliance of Michigan .....	30
Hillel of Metropolitan Detroit .....	32
Michigan State University Hillel .....	34
Michigan Hillel at University of Michigan .....	35
Jewish Community Center .....	39
<b>Jewish Education Division</b>	
Akiva Hebrew Day School.....	38
Jean and Samuel Frankel Jewish Academy.....	40
Hillel Day School .....	43
Yeshiva Beth Yehudah.....	46
Yeshiva Gedolah.....	49
Yeshivas Darchei Torah.....	52
Congregational School Funding .....	54
Alliance for Jewish Education.....	55

# Planning and Allocations Steering Committee

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We gratefully acknowledge the work and commitment of the members of the FY 2013-14 Planning and Allocations Steering Committee.

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# Planning and Allocations Steering Committee (PASC) 2014-15 Allocations Larry Nemer, Chairperson

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## Why Federation?

As the major instrument of Jewish philanthropy and engagement in the Detroit area, we are a community-driven organization committed to taking care of the needs of the Jewish People and building a vibrant Jewish future, in metropolitan Detroit, in Israel and around the world.

Through our Annual Campaign, Federation raises and allocates funds to provide life-saving and life-enhancing humanitarian assistance to those in need, including seniors, the disabled, the unemployed and other individuals and families. Additionally, Federation works to translate Jewish values into social action and to provide avenues for Jewish education, enrichment and continuity throughout the community.

Locally, Federation supports a family of 17 Jewish agencies and schools across metropolitan Detroit. Working with its global partners, Federation also impacts the lives of thousands of Jews throughout Israel, in the former Soviet Union, and in 60 countries around the world.

Federation is the heart and soul of our community's philanthropic and humanitarian activities. It builds and strengthens Jewish community. Federation is the one place that belongs to every Jew, the place where philanthropy, volunteerism and shared commitment come together to make a difference, *to repair the world*.

There are many doors into Federation and many ways to contribute and participate in our vital work. Each person can choose his/her own door, be that through hands-on volunteerism with one of our constituent agencies, a contribution to Federation, helping raise money on behalf of the community, participating in Mitzvah Day, and so many more ways. Federation welcomes everyone and hopes that if they haven't already, they will become involved in ensuring the present and future of our Jewish community.

## Federation 2014

Federation's wonderful leadership, staff and generous donors are addressing the challenges around us. We are a community that cares. This year, our community is projected to raise \$29.8 million for the Annual Campaign and \$3.66 million for the Davidson Foundation Challenge Fund, a remarkable achievement given current economic conditions. These funds will help us achieve our goals:

- Ensure that there is a safety net of services for those in need in our community.

- Provide a Jewish education for our children and a myriad of experiences to strengthen their Jewish identity.
- Attract and retain our young adults and connect them to the Jewish community.
- Help our older adults maintain their independence and live their lives in dignity.
- Ensure the future vitality of our Jewish community.

In furtherance of our goals, we continue to emphasize and support the following:

1. **Our Annual Campaign:** By working together as a community, we increased our donor base in 2013 to 11,600 donors. The goal is to increase the donor base to 12,000 this year.
2. **The Jewish Assistance Network:** We continue to work together as a community to provide assistance to our communal members in financial distress and to connect them to the job opportunities and training that they need to return to self-sufficiency. This year, our efforts:
  - a. Helped Jewish Family Service provide approximately 820 individuals and families in crisis in our community with emergency financial assistance and case management.
  - b. Assisted Jewish Family Service's Project Chessed to provide prescription assistance and access to pro-bono medical care for 638 clients. 436 clients were assisted with signing up for permanent health care. It is expected that Project Chessed will in the next few months transition the remainder of its clients, who are all Medicaid eligible, into the Medicaid expansion program provided by the State, which got a late start.
  - c. Helped Jewish Senior Life and Jewish Family Service provide 101,500 hours of in-home support services to 760 older adults to enable them to remain living at home.
  - d. Provided scholarship support for the day schools to help make a Jewish education possible for 1,600 students in need of financial assistance.
  - e. Provided the congregational schools with over \$455,000 in scholarship support.
  - f. Helped the Jewish Community Center and Tamarack Camps provide approximately \$1.53 million in Jewish camp scholarships.
  - g. Helped provide Jewish Family Service with staff to respond to over 8,900 intake calls from community members in distress or just needing information.
  - h. Helped JVS provide employment services to 3,600 members of the Jewish community.

- i. Helped Hebrew Free Loan to provide loans for living expenses, transportation, vocational training, student loans and additional vital needs. The agency currently has a total loan portfolio of over \$6.3 million and over 6,100 individual loan accounts.
  - j. Helped the campus Hillels (Michigan State University Hillel, Michigan Hillel at University of Michigan, Hillel of Metropolitan Detroit plus the MSU Hillel Campus Alliance of Michigan - HCAM, which expanded this year to 9 small community campuses throughout Michigan) to serve 6,400 Jewish students..
3. **NEXTGen**: To support our initiative to attract, retain and engage young Jewish adults in the metropolitan Detroit area and connect them to Federation, we continue to invest in NEXTGen. Huge successes this year include social/fundraising events, such as Latke Vodka and EPIC. There are approximately 5,000 participants in NEXTGen activities. Over 600 people attended EPIC, which raised over \$300,000, had 131 new donors and a 26% gift for gift increase; over 1,000 young adults went to Latke Vodka, and Detroit had the largest contingent (63 people) at JFNA's TribeFest in New Orleans in March. NEXTGen grew their donor base from 1,000 donors in 2010 to 2,650 in 2013.

In the less than a year since she began her work at Federation, our new NEXTGen Career Development Associate, Amy Brody, has had direct contact with 131 students and with 122 job seekers. She has helped 15 young Jewish adults find permanent jobs and has placed 75 students in summer internships.

4. **Centennial Fund**: Two years ago, we launched the Centennial Fund to raise \$250 million in new endowments to ensure that we will be able to meet the growing needs for social services and Jewish identity development programs in the future. To date approximately \$119.1 million (\$57.6 million in lifetime, \$53.9 million in testamentary and \$7.6 million in capital gifts) has been pledged for the Centennial Fund. These funds are needed to secure the future of our local Jewish community, as well as strengthen the lives of Jews in Israel and around the world by targeting four broad areas of interest:
- a. **Social Welfare** - support for the Foundation for our Jewish Elderly as well as support for other vulnerable populations, including children and families at-risk.
  - b. **Jewish Identity and Education** - support for the Foundation for Jewish Education as well as a progression of Jewish experiences from day schools to congregational schools, from day care to camping, from BBYO and the Hillels on our college campuses to Community Birthright Israel.
  - c. **Global Jewish Responsibility** - continue Detroit's leadership role in helping Jews at-risk and building Jewish peoplehood in Israel and around the Jewish world.

- d. **PACE and Legacy Funds** - fund both PACE, our Perpetual Annual Campaign Endowment, and Legacy, our ongoing effort to raise unrestricted dollars to care for the community in times of emergency.
5. **Revenue Diversification**: Through the efforts of our Community Grant Writing Team, Beth Margolin and Susan Slabotsky, we have been successful in increasing revenue for the various agencies for this fiscal year 2013-14 by \$583,110 with \$1 million in requests still pending determination. Since the grant writers began three years ago, their achievement is over \$1.7 million on behalf of our agencies.

These steps are only the beginning. We have much more to do. If we continue to work together as a community, we will meet the challenges that lie ahead and become a stronger community in the process.

### **No Family Stands Alone**

As the central address for the Jewish community, the Jewish Federation understands the impact that the economy has on the local Jewish population. Although there has been some improvement in the economy, economic security remains elusive for many community members. Assistance is available through Federation's **Jewish Assistance Network**, which is a coordinated approach among the Jewish communal agencies to address the needs of families and individuals in financial crisis. A single phone number provides access to help. Emergency financial assistance is available to address urgent needs and case managers can help with planning, counseling, resources and referrals. The Jewish Assistance Network can be accessed by calling **(248) 592-2650** or through its website, [jewishdetroit.org/help](http://jewishdetroit.org/help).

To ensure that *No Family Stands Alone*, Federation established the Rebecca and Gary Sakwa Challenge Fund in 2008, the Stanley and Judy Frankel Challenge Fund in 2009, the Dan and Jennifer Gilbert Challenge Fund in 2010, the Carolyn and Jim Bellinson Challenge Fund in 2011, the Max M. and Marjorie S. Fisher Foundation Challenge Fund in 2012, the Goodman Family Challenge Fund in 2013 and the Davidson Foundation Challenge Fund in 2014. The largest percentage of the funds raised has been allocated for local needs.

The 2014 State Mental Health Services for Special Populations Line grant to Federation was renewed at \$1,995,741 and additional funding of \$500,000 was received from the Department of Human Services. These funds help us to support mental health and social welfare services provided by our Jewish communal agencies to vulnerable populations. This funding helps replace discontinued funding from United Way, the government, and private foundation gifts. This remarkable achievement was due to the efforts of the Government Relations Oversight Committee (GROC), chaired by Mark Davidoff and John Jacobs, with the help of Dennis Bernard and Evan Weiner, previous GROC Co-Chairs, and in conjunction with Sandi Lewis and Jon Smalley, Federation's lobbyists with Muchmore, Harrington, Smalley and Associates in Lansing. There is concern about the Line being continued in 2015. GROC continues its joint State government advocacy

efforts with our Arab partners, ACCESS and ACC, to maintain the Line and hopefully increase it.

### **Planning and Allocations Steering Committee (PASC)**

The Planning and Allocations Steering Committee (PASC) makes allocation recommendations to the Federation Board of Governors for local, national, and Israel and overseas agencies. The PASC coordinates and monitors all of Federation's planning and agency relations and activities. Members of the PASC include:

- Immediate past PASC Chair
- Current Planning Division Chairs and Associate Chairs
- Annual Campaign Co-Chairs
- Representatives of the United Jewish Foundation
- Chairs of the Alliance for Jewish Education, Israel and Overseas Committee, Real Estate Committee, Capital Needs Committee and the National Agencies Council.

*A special thank you goes to all the PASC members, the Israel and Overseas Committee, the Planning Divisions, and professional staff for all their efforts, hard work, and creative thinking this year in addressing the challenging issues confronting our Jewish community.*

### **Allocations Process**

The FY 2014-15 allocation recommendations of the PASC comply with the allocation principles established by the Federation and Foundation Boards:

- Expenditures may not exceed revenue.
- A baseline amount of unrestricted reserves must be maintained.
- Donor, legal and contractual commitments must be fulfilled.
- General Fund reserves should not be used to support allocations or annual Federation operations.

The recommendations also are consistent with the priorities established several years ago by the Federation officers:

- Ensure that there is a safety net of services for those in need in our community.
- Provide a Jewish education for our children and a myriad of experiences to strengthen their Jewish identity.
- Attract and retain our young adults and connect them to the Jewish community.
- Help our older adults maintain their independence and live their lives in dignity.
- Ensure the future vitality of our Jewish community.
- Maintain a Capital Needs Reserve.

## **Allocation Issues**

This has been a challenging year for the community given all of the needs that must be addressed locally and overseas. The Board of Governors approved increased Campaign and Challenge Fund allocation parameters of \$425,000 for local agencies and the Federation's operating budget and \$125,000 for Israel and Overseas. This was due to a projected increase in the 2014 Campaign and the prior year's overachievement. Based on community priorities, the PASC determined overall Planning Division allocation parameters for FY 2014-15. Planning Divisions determined the specific allocations for local agencies, and the Israel and Overseas Committee determined the allocations for Israeli and overseas agencies.

The proposed allocations for FY 2014-15 of \$33,011,000 are based upon the following assumptions:

- A 2014 Campaign achievement of \$29,800,000 from the Annual Campaign plus \$3,660,000 from the Davidson Foundation Challenge Fund.
- A shrinkage factor of (\$780,000). The percentage was reduced from 2.75% to 2.5% based on increased collections and the Finance Committee's recommendation.
- Prior year's overachievement of \$300,000.
- Prior years' unallocated overseas funds of \$31,000.

The allocations report includes the allocations from the Annual Campaign and the Challenge Fund. The Challenge Fund allocations to local agencies consist of the following three types of grants:

1. **Donor Designations**: These grants are given in accordance with the explicit instructions of the donors to the Challenge Fund.
2. **Challenge Fund Special Grants**: These grants are given to address special high priority needs that cannot be handled by the normal Campaign allocation.
3. **General Grant**: These are Challenge Fund dollars that have been historically added to the funds given to the agencies as part of their "Campaign Allocation."

Local agencies also receive other support from funds raised by Federation, or held by the United Jewish Foundation and invested on behalf of Federation constituent agencies. This support includes State grants, agency endowment distributions, programming endowments, Millennium and other Federation funds, Centennial Funds, and distributions from the Foundation for Our Jewish Elderly.

## Urgent Needs Fund

A consideration this year for the PASC in determining the parameters for the Planning Divisions was that the Urgent Needs Fund is approaching the end of its funding cycle. This is a fund that had been created in 2010 with contributions from 10 families to help fund urgent needs during the height of the economic crisis in order to help agencies transition their budgets to a new economic reality without cutting services or being unable to expand services where needed to vulnerable populations. The Urgent Needs Fund has made distributions of approximately \$5.15 million to date and has almost reached the end of its available funding. Agencies receiving funds for FY 2014-15 have been notified that this is the last year of these grants from the Urgent Needs Fund.

Distributions from the Urgent Needs Fund in the first three years were made to pay for staff for the JFS Resource/Intake Center, a day school social worker, Project Chessed Coordinator, geriatric case managers, in-home support services, escorted transportation, mental health counselors, employment specialists, financial literacy counselors, in-home support services for older adults, and Jewish day/overnight camping, child day care and religious school scholarships.

Although this funding was initially intended to address “urgent needs,” resulting from the economic crisis, the reality is that some of these needs persist even though the economy has improved. Given that the Urgent Needs Fund has only a finite sum of money which will not be replenished, any needs that remain after the Fund has been depleted will require support from the Campaign or the Challenge Fund. Since it would be difficult to absorb all of these needs in one year, last year the PASC decided that it was important to begin transitioning the funding for priority needs and services into the Campaign and Challenge Fund. This would also allow the Urgent Needs Fund to last longer, which would enable it to continue to address new concerns beyond the ability of the Campaign and Challenge Fund. Grants from the Urgent Needs Fund are only made for one year at a time with no guarantee of their continuation.

Last fiscal year, **\$345,497** was absorbed into the FY 2013-14 Campaign and Challenge Fund for part of the staffing that had been funded by the Urgent Needs Fund, including intake/resource center staff, case managers, mental health counselors, employment specialists, and financial literacy counselors. For FY 2014-15, the PASC approved a recommendation to absorb into the Campaign and Challenge Fund an additional **\$303,178** for staffing that had been funded by the Urgent Needs Fund including a Project Chessed Coordinator for a few months (until all the clients are transitioned to permanent health care), an Escorted Transportation driver, mental health counselors, an employment specialist for workers ages 50+ and some scholarship funding.

## The Jewish Community Center

Due to serious fiscal issues at the Jewish Community Center, the Federation and Foundation allocated emergency funds to enable the JCC to continue its operations and pay vendors. Leadership appointed two task forces, a Financial Oversight Committee and a JCC Futures Committee. The latter committee’s charge is to study other successful JCC

models operating nationwide to identify best practices that should be considered in Detroit, develop a sustainable business model, conduct a search process for the next JCC CEO and recommend to Federation/Foundation the appropriate level of support for the JCC. It is anticipated that the Futures Committee will complete its work by the end of the calendar year. In the interim, under the supervision of the Financial Oversight Committee, Financial One is handling the JCC's accounting functions and an interim CEO, Jim Issner, is running its operations and implementing necessary restructuring.

### **Local Allocations**

The PASC recommends an overall allocation of **\$22,029,122** (**\$19,317,222** from the Annual Campaign and **\$2,711,900** from the Challenge Fund) to support services and programs provided through 17 local agencies and Federation. Local allocations include:

1. **\$3,736,943** for Jewish Education.
2. **\$2,807,091** for Jewish Identity Building.
3. **\$5,442,620** for Community Services (Advocacy and Aid to At-Risk Populations).

The above total allocations include **\$2,711,900** that will be distributed from the Challenge Fund to support our agencies' work and local emergency needs. The allocations include:

- **Donor Designations: \$488,300**
- **Challenge Fund Special Grants: \$593,101** for priority services to vulnerable populations
- **General Grant: \$1,630,499** prorated among the local agencies to support their vital programs and services benefitting our community members

The above distributions are aggregated for each agency in the Challenge Fund column in Attachment III in this book.

In addition to the local allocations specified above, the following additional allocations were made:

1. **\$1,070,000** for the Capital Needs Reserve, which provides grants to local agencies for equipment replacements and facility repairs.
2. **\$223,900** for community security needs.
3. **\$3,900,000** for rent grants to the agencies occupying space owned by the United Jewish Foundation. Each agency occupying space owned by the United Jewish Foundation is required to pay the fair market value of the rent. In turn, Federation is providing an allocation to the agencies to pay this rent. UJF will then give the

Federation an allocation for the amount of the rent collected. This creates greater financial transparency.

4. **\$4,370,768** for support services, various program costs, fund guarantees and contractual services for a number of funds that provide support to local agencies, such as selected Millennium Funds, and financing obligations related to various facilities constructed in recent years. These funds also contribute towards Campaign expenses, some designations, and the Federation operating budget, a portion of which supported fundraising efforts in FYE 5/31/14 of approximately \$69.4 million beyond the Annual Campaign to assist local agencies and programs.

### **National Allocations**

**\$1,458,748** is recommended to support Birthright Israel, 10 national agencies, national central services and for Jewish Federations of North America dues.

### **Israel and Overseas Allocations**

The Federation continues to give high priority in its overseas allocations to programs that address underserved families and youth, and has been supporting initiatives to help reduce the education and opportunity gaps that exist within Israeli society. While economic conditions in Israel have improved overall in recent years, the rise in living standards has not been enjoyed by everyone. Approximately 1.8 million Israelis live in poverty, and 39% struggle to live on their current income. The government estimates that 15% of all Israeli youth, approximately 350,000 children, are at-risk. While unemployment is relatively small, the government estimates that 22% of adults between the ages of 25 – 64 are not in the work force. These figures are even more striking in the “peripheries” of the country, including the Central Galilee and Netanya, where most of Detroit’s activity is focused.

Beyond addressing urgent needs, priority is also given to funding programs that connect Israel to the Detroit Jewish community, on a person-to-person basis. These programs are largely situated in the community’s Partnership Together Region in the Central Galilee. They provide a personal face to programs supported by Detroit, and help promote Jewish identity and the connection between our local Jewish community and the Federation. There is currently a broad spectrum of Israel visits and exchanges, starting with the Israeli Camper Program at Camp Tamarack, the bi-annual Teen Mission and Community Birthright and progressing to a wide offering of adult missions that have resulted in life-changing exchanges and long-lasting relationships with Israelis, as well as with their fellow Detroiters.

The Federation’s Israel and Overseas Committee (IOC), chaired by Beverly Liss and Jeff Schluskel, oversees all the Federation’s overseas allocations and grants. This year, the IOC recommended a total 2014 Campaign overseas allocation of **\$9,523,130** which includes:

- **\$8,077,130** from the 2014 Campaign,
- **\$900,000** from the Davidson Foundation Challenge Fund,
- **\$515,000** from the Federation Operating Budget, and
- **\$31,000** from accumulated prior years' unspent allocated funds.

The IOC utilizes the following criteria in recommending allocations and grants:

1. Grants should be coordinated with other government and private funding, with priority given to those programs that can leverage other funding support.
2. Funded programs should have a business plan, including an "exit strategy" for Detroit's funding and a plan to sustain support once it ends.
3. Each program should have identified and measurable goals.

Campaign allocations are broken down into 3 categories, other than Challenge Fund Donor Designations: (1) "Core" allocations, which are Detroit's portion of its collective responsibility with all North American Federations to support basic overseas needs, (2) "Elective," which are community designated projects and (3) programs and services administered through our Federation Israel office.

- Core allocations are provided through the Jewish Agency for Israel (JAFI), the American Joint Distribution Committee (JDC), ORT, and Detroit's support for the Jewish Federations of North America (JFNA). Core funding is not directed to specific programs, but rather is Detroit's contribution toward global needs and is combined with the support raised from 155 other Federations in North America. It is used to address primary collective needs, such as assisting the Jewish elderly across the Former Soviet Union, aliyah and immigrant absorption services in Israel, Jewish identity enhancing programs which connect Jews to one another, and aid to vulnerable populations in over 70 countries throughout the world. Core funding also enables these agencies to respond to emergencies when they arise. The IOC is recommending increasing its core allocation as a show of support for the important work our overseas agencies do, and to enhance their ability to address emergency situations which occur in distressed parts of the world.
- Detroit's "elective funding" supports specific projects which address compelling needs around the world. It also helps build support within Detroit for getting the community involved in the Federation, specifically through its overseas agenda. Most of Detroit's "elective funding" supports programs that address the needs of children and families at-risk, primarily in the Central Galilee, Netanya and Kiev in the former Soviet Union. Almost all of the Federation's grants are multiple year allocations, reviewed annually, each with a business plan that includes exit strategies. New projects are funded from reduced support to other programs as they mature. Priority is given to projects that leverage other private or public funds for

maximum impact and future sustainability. This year the elective programs, totaling \$1,232,000 in support from Detroit, will receive over \$2 million of additional support from private donors, Israeli government ministries, and local municipalities. The new initiatives being recommended this year include:

- 1) The Detroit-Israel Connection - a series of activities which expand engagement between young adults in Detroit and their peers in Israel, and which develop a core of leadership to promote and cultivate a stronger future Detroit-Israel relationship.
  - 2) Revadim: A Municipal Intervention Project - a total school improvement program in Nazareth Illit, funded in partnership with the Rashi Foundation, to address the educational and emotional needs of individual students in 7 elementary schools.
  - 3) JDC TEVET Employment Program - A JDC program assisting Haredi men and women prepare for employment.
- As part of the Board's review of the Federation's Operating Budget, \$515,000 was approved for the Israel offices in Detroit and Jerusalem. The Israel and Overseas Department supports Federation's missions to Israel and around the world, its local programming that promotes a connection between Detroit and Israel, and its various people-to-people exchange activities. This past year, the Department organized 13 different exchanges and/or visits to the Partnership Region involving 400 people going back and forth from Detroit to Israel. Another 21 exchanges are scheduled for next year, projected to involve 770 people. A special focus in the coming year is being given to outreach and engagement of Detroit youth and young adults, ages 13-26 residing in Detroit or Israel, through a broad continuum of Israel experiences.

# Allocations Tables

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- Allocations Summary
- Israel and Overseas – Attachment I
- National Agencies – Attachment II
- Local Agencies – Attachment III
- Notes

**SUMMARY**

**JEWISH FEDERATION OF METROPOLITAN DETROIT  
PROPOSED CAMPAIGN AND CHALLENGE FUND ALLOCATIONS  
FISCAL YEARS ENDING MAY 31, 2014 AND 2015**

	FYE MAY 31, 2014			FYE MAY 31, 2015				INCREASE (DECREASE)		
	2013 Annual Campaign	Challenge Fund	TOTAL	2014 Annual Campaign	Challenge Fund	TOTAL		Annual Campaign	Challenge Fund	TOTAL
<b>CAMPAIGN ACHIEVEMENT</b>										
Annual Campaign and Challenge Fund	29,500,000	3,900,000	33,400,000	29,800,000	3,660,000	33,460,000		300,000	(240,000)	60,000
Shrinkage Allowance	(811,250)	(45,000)	(856,250)	(745,000)	(35,000)	(780,000)	1	66,250	10,000	76,250
Prior Year's Overachievement	-	-	-	300,000	-	300,000		300,000	-	300,000
Prior Years' Unallocated Funds (Overseas)	-	-	-	31,000	-	31,000	2	31,000	-	31,000
Use of Undesignated Bequests	-	-	-	-	-	-		-	-	-
<b>TOTAL CAMPAIGN ACHIEVEMENT</b>	<b>28,688,750</b>	<b>3,855,000</b>	<b>32,543,750</b>	<b>29,386,000</b>	<b>3,625,000</b>	<b>33,011,000</b>		<b>697,250</b>	<b>(230,000)</b>	<b>467,250</b>
<b>CAMPAIGN ALLOCATIONS</b>										
Israel and Overseas - Per Attachment I	8,467,130	650,000	9,117,130	8,623,130	900,000	9,523,130	3	156,000	250,000	406,000
National Agencies - Per Attachment II	1,445,648	86,000	1,531,648	1,445,648	13,100	1,458,748		-	(72,900)	(72,900)
Local Agencies - Per Attachment III										
Jewish Education	3,228,280	533,728	3,762,008	3,248,280	488,663	3,736,943		20,000	(45,065)	(25,065)
Jewish Identity Building	2,325,094	495,711	2,820,805	2,316,520	490,571	2,807,091		(8,574)	(5,140)	(13,714)
Community Services (Aid/Advocacy to At-Risk Populations)	4,179,180	1,118,191	5,297,371	4,187,754	1,254,866	5,442,620		8,574	136,675	145,249
Additional Local Support	9,043,418	971,370	10,014,788	9,564,668	477,800	10,042,468	4	521,250	(493,570)	27,680
<b>Total Local Agencies</b>	<b>18,775,972</b>	<b>3,119,000</b>	<b>21,894,972</b>	<b>19,317,222</b>	<b>2,711,900</b>	<b>22,029,122</b>		<b>541,250</b>	<b>(407,100)</b>	<b>134,150</b>
<b>TOTAL CAMPAIGN ALLOCATIONS</b>	<b>28,688,750</b>	<b>3,855,000</b>	<b>32,543,750</b>	<b>29,386,000</b>	<b>3,625,000</b>	<b>33,011,000</b>		<b>697,250</b>	<b>(230,000)</b>	<b>467,250</b>

**ATTACHMENT I - ISRAEL AND OVERSEAS**  
**JEWISH FEDERATION OF METROPOLITAN DETROIT**  
**PROPOSED CAMPAIGN AND CHALLENGE FUND ALLOCATIONS**  
**FISCAL YEARS ENDING MAY 31, 2014 AND 2015**

	FYE MAY 31, 2014			FYE MAY 31, 2015				INCREASE (DECREASE)		
	2013 Annual Campaign	Challenge Fund	TOTAL	2014 Annual Campaign	Challenge Fund	TOTAL		Annual Campaign	Challenge Fund	TOTAL
<b>CORE ALLOCATIONS</b>										
JAFI, JDC, and ORT	6,826,130	-	6,826,130	6,876,130	-	6,876,130		50,000	-	50,000
<b>TOTAL CORE ALLOCATIONS</b>	6,826,130	-	6,826,130	6,876,130	-	6,876,130		50,000	-	50,000
<b>ELECTIVE ALLOCATIONS</b>										
Partnership Together Central Galilee	635,000	-	635,000	635,000	-	635,000		-	-	-
I&O Dept./NEXTGen "Detroit-Israel" Connection	-	-	-	40,000	-	40,000		40,000	-	40,000
Early Childhood Interventions - Netanya	75,000	85,000	160,000	100,000	-	100,000	5	25,000	(85,000)	(60,000)
ORT SmartBoards/Nazareth Illit	-	40,000	40,000	-	-	-	5	-	(40,000)	(40,000)
Municipal Intervention Partnership - Nazareth Illit	-	-	-	100,000	-	100,000		100,000	-	100,000
JDC TEVET Employment Centers	-	-	-	50,000	-	50,000		50,000	-	50,000
Youth Futures	120,000	-	120,000	100,000	-	100,000	5	(20,000)	-	(20,000)
Better Together	46,000	-	46,000	35,000	-	35,000	5	(11,000)	-	(11,000)
Israel Terror Fund	72,000	-	72,000	-	-	-		(72,000)	-	(72,000)
FSU Hunger Relief/Kiev Hesed	160,000	-	160,000	160,000	-	160,000		-	-	-
Szarvas Subsidies	6,000	-	6,000	12,000	-	12,000		6,000	-	6,000
<b>TOTAL ELECTIVE ALLOCATIONS</b>	1,114,000	125,000	1,239,000	1,232,000	-	1,232,000		118,000	(125,000)	(7,000)
<b>ISRAEL AND OVERSEAS SERVICES</b>	515,000	-	515,000	515,000	-	515,000		-	-	-
<b>CHALLENGE FUND DESIGNATIONS</b>	-	518,140	518,140	-	900,000	900,000	6	-	381,860	381,860
<b>UNALLOCATED</b>	12,000	6,860	18,860	-	-	-		(12,000)	(6,860)	(18,860)
<b>TOTAL ISRAEL AND OVERSEAS</b>	8,467,130	650,000	9,117,130	8,623,130	900,000	9,523,130		156,000	250,000	406,000

**ATTACHMENT II - NATIONAL AGENCIES**

**JEWISH FEDERATION OF METROPOLITAN DETROIT  
PROPOSED CAMPAIGN AND CHALLENGE FUND ALLOCATIONS  
FISCAL YEARS ENDING MAY 31, 2014 AND 2015**

	FYE MAY 31, 2014			FYE MAY 31, 2015			INCREASE (DECREASE)		
	2013 Annual Campaign	Challenge Fund	TOTAL	2014 Annual Campaign	Challenge Fund	TOTAL	Annual Campaign	Challenge Fund	TOTAL
JFNA Dues	957,832	-	957,832	957,832	-	957,832	-	-	-
Birthright Israel	211,790	86,000	297,790	211,790	13,100	224,890	-	(72,900)	(72,900)
National Federation Agency Alliance	239,605	-	239,605	239,605	-	239,605	-	-	-
<b>Additional National Agencies</b>									
American Jewish Committee	10,875	-	10,875	10,875	-	10,875	-	-	-
Anti-Defamation League	10,875	-	10,875	10,875	-	10,875	-	-	-
<b>Total Additional National Agencies</b>	<b>21,750</b>	<b>-</b>	<b>21,750</b>	<b>21,750</b>	<b>-</b>	<b>21,750</b>	<b>-</b>	<b>-</b>	<b>-</b>
National Central Services	14,671	-	14,671	14,671	-	14,671	-	-	-
<b>Total National Agencies</b>	<b>1,445,648</b>	<b>86,000</b>	<b>1,531,648</b>	<b>1,445,648</b>	<b>13,100</b>	<b>1,458,748</b>	<b>-</b>	<b>(72,900)</b>	<b>(72,900)</b>

ATTACHMENT III - LOCAL AGENCIES

**JEWISH FEDERATION OF METROPOLITAN DETROIT  
PROPOSED CAMPAIGN AND CHALLENGE FUND ALLOCATIONS  
FISCAL YEARS ENDING MAY 31, 2014 AND 2015**

	FYE MAY 31, 2014			FYE MAY 31, 2015				INCREASE (DECREASE)		
	2013 Annual Campaign	Challenge Fund	TOTAL	2014 Annual Campaign	Challenge Fund	TOTAL	7	Annual Campaign	Challenge Fund	TOTAL
<b>JEWISH EDUCATION</b>										
Akiva Hebrew Day School	363,340	77,004	440,344	363,340	73,664	437,004		-	(3,340)	(3,340)
Frankel Jewish Academy	111,840	43,975	155,815	111,840	33,475	145,315		-	(10,500)	(10,500)
Hillel Day School	495,580	113,549	609,129	495,580	112,324	607,904		-	(1,225)	(1,225)
Yeshiva Beth Yehudah	651,641	158,908	810,549	651,641	133,908	785,549		-	(25,000)	(25,000)
Yeshiva Gedolah	95,364	19,597	114,961	95,364	19,597	114,961		-	-	-
Yeshivas Darchei Torah	189,499	38,940	228,439	189,499	38,940	228,439		-	-	-
Alliance for Jewish Education	947,500	-	947,500	967,500	-	967,500		20,000	-	20,000
Congregational School Funding	373,516	81,755	455,271	373,516	76,755	450,271		-	(5,000)	(5,000)
<b>TOTAL JEWISH EDUCATION</b>	<b>3,228,280</b>	<b>533,728</b>	<b>3,762,008</b>	<b>3,248,280</b>	<b>488,663</b>	<b>3,736,943</b>		<b>20,000</b>	<b>(45,065)</b>	<b>(25,065)</b>
<b>JEWISH IDENTITY BUILDING</b>										
BBYO	58,652	11,436	70,088	58,652	11,436	70,088		-	-	-
Fresh Air Society/Tamarack Camps	409,864	83,198	493,062	409,864	83,198	493,062		-	-	-
Hillel Foundations										
HCAM/EMU Hillel Reserve	56,332	14,144	70,476	-	-	-		(56,332)	(14,144)	(70,476)
Hillel of Metro Detroit	140,709	27,977	168,686	140,709	27,477	168,186		-	(500)	(500)
MSU Hillel	136,782	28,108	164,890	136,782	28,108	164,890		-	-	-
HCAM	-	-	-	47,758	-	47,758		47,758	-	47,758
Michigan Hillel at University of Michigan	137,310	27,703	165,013	137,310	27,703	165,013		-	-	-
Jewish Community Center	1,226,763	278,386	1,505,149	1,226,763	253,886	1,480,649		-	(24,500)	(24,500)
JCC Scholarships	15,000	21,691	36,691	15,000	32,695	47,695	8	-	11,004	11,004
JCC Activities Coordinator	14,932	3,068	18,000	14,932	3,068	18,000		-	-	-
Kids All Together (JCC)	18,750	-	18,750	18,750	23,000	41,750		-	23,000	23,000
Mission Subsidies	110,000	-	110,000	110,000	-	110,000		-	-	-
<b>TOTAL JEWISH IDENTITY BUILDING</b>	<b>2,325,094</b>	<b>495,711</b>	<b>2,820,805</b>	<b>2,316,520</b>	<b>490,571</b>	<b>2,807,091</b>		<b>(8,574)</b>	<b>(5,140)</b>	<b>(13,714)</b>

**ATTACHMENT III - LOCAL AGENCIES**

**JEWISH FEDERATION OF METROPOLITAN DETROIT  
PROPOSED CAMPAIGN AND CHALLENGE FUND ALLOCATIONS  
FISCAL YEARS ENDING MAY 31, 2014 AND 2015**

	FYE MAY 31, 2014			FYE MAY 31, 2015				INCREASE (DECREASE)		
	2013 Annual Campaign	Challenge Fund	TOTAL	2014 Annual Campaign	Challenge Fund	TOTAL	7	Annual Campaign	Challenge Fund	TOTAL
<b>COMMUNITY SERVICES (Aid/Advoc. To At-Risk Populations)</b>										
Hebrew Free Loan	108,731	23,042	131,773	108,731	38,042	146,773		-	15,000	15,000
Hebrew Free Loan (Student Loans)	19,013	3,907	22,920	19,013	3,907	22,920		-	-	-
Jewish Community Relations Council	266,371	54,737	321,108	266,371	54,737	321,108		-	-	-
Jewish Family Service	1,648,200	378,300	2,026,500	1,648,200	338,175	1,986,375		-	(40,125)	(40,125)
Jewish Family Service Staffing Grant	257,783	214,715	472,498	311,357	373,315	684,672	8	53,574	158,600	212,174
Jewish Family Service Financial Assistance	297,500	-	297,500	187,500	-	187,500	8	(110,000)	-	(110,000)
Jewish Family Service Housing Assistance	42,000	8,500	50,500	42,000	8,500	50,500		-	-	-
Jewish Senior Life	390,106	80,897	471,003	390,106	84,097	474,203		-	3,200	3,200
JVS	811,708	166,801	978,509	811,708	171,801	983,509		-	5,000	5,000
JVS Staffing Grant	88,579	182,292	270,871	153,579	182,292	335,871	8	65,000	-	65,000
In-Home Support Services (JSL and JFS)	18,750	-	18,750	18,750	-	18,750		-	-	-
Foundation for Our Jewish Elderly	230,439	5,000	235,439	230,439	-	230,439	9	-	(5,000)	(5,000)
<b>TOTAL COMMUNITY SERVICES</b>	<b>4,179,180</b>	<b>1,118,191</b>	<b>5,297,371</b>	<b>4,187,754</b>	<b>1,254,866</b>	<b>5,442,620</b>		<b>8,574</b>	<b>136,675</b>	<b>145,249</b>
<b>ADDITIONAL LOCAL SUPPORT</b>										
Community Security Program	213,000	-	213,000	223,900	-	223,900		10,900	-	10,900
Other Community Programs	492,500	-	492,500	718,725	-	718,725		226,225	-	226,225
Next Generation Engagement	207,000	1,900	208,900	211,300	16,000	227,300		4,300	14,100	18,400
Michigan Jewish Conference	55,000	-	55,000	55,000	-	55,000		-	-	-
Pathways to Community Leadership	-	15,000	15,000	-	-	-		-	(15,000)	(15,000)
Community Voting Exercise	-	-	-	-	50,000	50,000	10	-	50,000	50,000
Support Services	1,985,600	-	1,985,600	1,924,175	-	1,924,175	11	(61,425)	-	(61,425)
Agency Support to Cover Rent for UJF Facilities	3,900,000	-	3,900,000	3,900,000	-	3,900,000	12	-	-	-
Campaign and Interest Expenses	80,318	-	80,318	91,568	-	91,568	13	11,250	-	11,250
Capital Needs Reserve Grant	995,000	-	995,000	1,070,000	-	1,070,000		75,000	-	75,000
Agency Fund Guarantees and Loan Obligations	1,105,000	-	1,105,000	1,360,000	-	1,360,000	14	255,000	-	255,000
Challenge Fund Designations	10,000	954,470	964,470	10,000	411,800	421,800		-	(542,670)	(542,670)
<b>TOTAL ADDITIONAL LOCAL SUPPORT</b>	<b>9,043,418</b>	<b>971,370</b>	<b>10,014,788</b>	<b>9,564,668</b>	<b>477,800</b>	<b>10,042,468</b>		<b>521,250</b>	<b>(493,570)</b>	<b>27,680</b>
<b>TOTAL LOCAL AGENCIES</b>	<b>18,775,972</b>	<b>3,119,000</b>	<b>21,894,972</b>	<b>19,317,222</b>	<b>2,711,900</b>	<b>22,029,122</b>		<b>541,250</b>	<b>(407,100)</b>	<b>134,150</b>

## **NOTES**

- 1 Shrinkage factor (2.5% - reduced from 2.75% last year) for Annual Campaign and Challenge Fund pledges as determined by Federation's Finance Committee. The percentage was reduced this year based on increased collections and the Finance Committee's recommendations.
- 2 In 2009, the Israel & Overseas Committee (IOC) created a contingency fund for multiple year program commitments to "cushion" overseas programs from potential allocation reductions and to help seed new programs. After the use of \$31,000 for FYE 5/31/15, \$54,000 remains in the Fund.
- 3 Includes costs related to Israel & Overseas services, both in Israel and Detroit. The Boards approved an overseas allocation parameter that helps offset the loss of unrestricted gifts to the 2014 Challenge Fund, allowing the same level of overseas funding as was approved the prior year.
- 4 Includes Federation's operating budget (support services and direct program costs), and other local support for agencies.
- 5 Funding reduced based on prior year's arrangements with agencies.
- 6 Designated beneficiaries include specific JDC and JAFI programs, the Israeli Camper Program at Tamarack, Naomi Treatment Center, Community Birthright, Atidim, Hadassah Hospital, the Dov Lautman Center and selected missions.
- 7 Challenge Fund dollars include: (1) donor designations, (2) general allocations to agencies, and (3) special grants.
- 8 JFS obtained additional resources for emergency financial assistance enabling the Campaign allocation to be reduced by \$110,000. This savings plus additional funding from the Challenge Fund enabled \$303,178 to be allocated as special grants for the next fiscal year in order to continue to absorb services that had previously been funded by the Urgent Needs Bridge Fund. This is a special fund put together by a few families in the community who wanted to help the agencies meet the increased needs of families and individuals in crisis due to the downturn in the economy. The Fund had enough funding to provide support for five years, which is now ending. Even though the economy has improved, many of the "urgent needs" funded by the Urgent Needs Fund have become the "new normal," and funding is required to continue the vital programs and services that address these needs. Last year, \$335,497 in special grants helped fund case managers, mental health counselors, intake/resource center staff, employment specialists and financial literacy counselors. This fiscal year, the additional funds (\$303,178) will be used for a Project Chessed Coordinator, an Escorted Transportation driver, mental health counselors, employment specialist for workers ages 50+ and JCC scholarships.
- 9 Distribution to the Foundation for Our Jewish Elderly to enable older adult services supported by these restricted funds (in-home support services, escorted transportation and adult day care) to be maintained at current levels.
- 10 The Jewish Detroit Votes \$50,000 allocation was divided as follows: 33% to Our Family, 16% to Our Future, 13% to Our Homeland, 21% to Our Knowledge, and 17% to Our Spirit, with the agencies and programs in each of these categories sharing equally in the amount allocated.
- 11 Costs related to Federation/Foundation operating budget, net of management fees and direct income. These expenses support annual initiatives that helped raise an additional \$69,400,000 for local programs beyond the Annual Campaign, including (a) \$54,800,000 for Support Foundations and Philanthropic Funds, (b) \$12,300,000 for Restricted Funds and Planned Giving Vehicles, and (c) \$2,300,000 for PACE Funds.
- 12 Agencies occupying United Jewish Foundation (UJF) owned space are required to pay the fair market value of the rent. In turn, Federation is providing an allocation to the agencies to pay this rent. UJF will then give the Federation an allocation for the amount of the rent collected.
- 13 Interest charges and costs related to credit card fees.
- 14 Net cost of fund guarantees and loan obligations supporting local agencies.

**Agency Budget  
Summaries/  
Allocations**

# **Community Services Division**

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**Ron Sollish, Chairperson**  
**Bernard Kent, Senior Associate Chairperson**  
**Ronald Rich, Senior Associate Chairperson**  
**Jennifer Silverman, Senior Associate Chairperson**

## **HEBREW FREE LOAN (HFL)**

### **Agency Overview**

Since 1895, Hebrew Free Loan has served Michigan's Jewish community by providing interest-free loans to people for a variety of needs. Through donations from generous individuals and foundations, HFL helps Jewish community members with living expenses, medical and dental needs, to attend college, adopt children, establish businesses, enjoy a summer camp experience, celebrate weddings, and make it through emergency situations.

<b>Jewish Federation Funding</b>	<b>FY 2013-14</b>	<b>FY 2014-15</b>
Campaign Allocation	\$108,731	\$108,731
Challenge Fund Allocation	22,042	22,042
Challenge Fund Designated Grants	<u>1,000</u>	<u>16,000</u>
<b>Total</b>	<b>\$131,773</b>	<b>\$146,773</b>
<b>Educational Programs</b>		
Campaign Allocation – JELS/WDJCLP*	\$19,013	\$19,013
Challenge Fund Allocation – JELS/WDJCLP	<u>3,907</u>	<u>3,907</u>
<b>Total</b>	<b>\$22,920</b>	<b>\$22,920</b>

*\*The Jewish Educational Loan Service Program (JELS) formerly run by JVS and HFL is now operating under the umbrella of the William Davidson Jewish College Loan Program (WDJCLP) run by HFL.*

### **Significant Developments/Issues in FY 2013-14**

- The William Davidson Foundation gifted \$8,000,000 to HFL to fund and operate the William Davidson Jewish College Loan Program (WDJCLP), which provides student loans for college and graduate school costs.
- Since 2012, HFL has been providing small business loans through the Marvin I. Danto Small Business Loan Program (MIDSBLP). During FY 2013-14, 22 businesses received \$465,800 in loans.
- HFL administers and services a total loan portfolio of \$6,049,666.
- HFL's outreach expanded to include Camp Tavor, Wooden Acres, Camp Ramah, Goldman Union Camping Institute and others in our region to let the directors at these camps know that Michigan-based, Jewish families are eligible for HFL's interest-free loans.

### **Plans/Concerns/Issues for FY 2014-15**

- The increase in loan activity through the WDJCLP will necessitate a number of operational expense increases for HFL.
- An increased pension contribution plus cyber insurance will lead to increased costs for HFL. HFL's core overall operating expenses are increasing 4% from last fiscal year's budget. Other increases are due to the new and expanded WDJCLP.

## **JEWISH COMMUNITY RELATIONS COUNCIL (JCRC)**

### **Agency Overview**

The Jewish Community Relations Council (JCRC) works to safeguard and advance the interests of the Jewish community and Israel through media relations, Israel advocacy and community activism. It advocates for even-handed coverage of Israel and other issues that matter most to our community, unites our community's voices to stand together for Israel's security and quest for peace, and brings together members of the Jewish community in support of social service agencies and to serve as public advocates and volunteers.

Major programs sponsored by the JCRC include:

- Mitzvah Day – a volunteer program held on Christmas Day.
- Bookstock – an annual book and media sale held in the April/May timeframe.
- JCRC Activist Award – an annual fundraiser held in the May/June timeframe.
- Media Luncheon – an awareness event held in December.

<b>Jewish Federation Funding</b>	<b>FY 2013-14</b>	<b>FY 2014-15</b>
Campaign Allocation	\$266,371	\$266,371
Challenge Fund Allocation	<u>54,737</u>	<u>54,737</u>
<b>Total</b>	<b>\$321,108</b>	<b>\$321,108</b>

### **Significant Developments/Issues in FY 2013-14**

- The JCRC began a strategic planning process that Federation and the JCRC agreed is a prerequisite to, and will serve as the foundation for, a comprehensive JCRC financial resource development program beginning in the fall of 2014. It will also help determine the optimal structure for the JCRC.

### **Plans/Concerns/Issues for FY 2014-15**

- Since the JCRC's computers and workstations are outdated, it may pursue a capital needs request to fund new equipment.
- The JCRC will experience increased charges for accounting and auditing, information technology services and cyber insurance. As such, it may reduce the work hours for its community relations associate and eliminate some initiatives, such as the MLK annual observance program.

## JEWISH FAMILY SERVICE (JFS)

### Agency Overview

Jewish Family Service is the metropolitan Detroit Jewish community's central social service agency. The organization offers safety net services, counseling and older adult services to clients in the Jewish community, many of whom are suffering from multiple challenges such as the loss of a loved one, divorce, social isolation, health problems and/or unemployment. JFS is dedicated to helping these individuals and their families cope, survive and thrive. JFS is headquartered in West Bloomfield and has a satellite office in Oak Park. Its services are provided by a staff of just under 100 people and a volunteer corps of hundreds of individuals.

<b>Jewish Federation Funding</b>	<b>FY 2013-14</b>	<b>FY 2014-15</b>
Campaign Allocation	\$1,648,200	\$1,648,200
Challenge Fund	338,175	338,175
Challenge Fund Designated Grants	<u>40,125</u>	-
<b>Total</b>	<b>\$2,026,500</b>	<b>\$1,986,375</b>
<b>Special Staffing Grant</b>		
Campaign Allocation	\$257,782	\$311,356
Challenge Fund Allocation	50,918	50,919
Challenge Fund Special Grants	<u>163,797</u>	<u>322,397</u>
<b>Total</b>	<b>\$472,497</b>	<b>\$684,672</b>
<b>Emergency Financial Assistance</b>		
Campaign Allocation	<b>\$297,500</b>	<b>\$187,500</b>
<b>Housing Assistance</b>		
Campaign Allocation	\$42,000	\$42,000
Challenge Fund Allocation	<u>8,500</u>	<u>8,500</u>
<b>Total</b>	<b>\$50,500</b>	<b>\$50,500</b>
<b>In-Home Support Services</b>		
Campaign Allocation	<b>\$9,375</b>	<b>\$9,375</b>

*JFS also receives support from the Foundation for Our Jewish Elderly for in-home support services, Escorted Transportation and geriatric care management.*

Major programs/services offered by JFS include:

<b>Services</b>	<b>Number of Clients (Calendar Year 2013)</b>
Counseling	<ul style="list-style-type: none"> <li>● 1,075 clients</li> <li>● 59% received subsidized services</li> </ul>
School Social Work	<ul style="list-style-type: none"> <li>● 1,000+ Jewish children have access to these services</li> </ul>
Mentor Connection	<ul style="list-style-type: none"> <li>● 71 community-based mentoring matches</li> <li>● 22 new youth referred to the program</li> <li>● 24 youth on waiting list for mentors</li> </ul>
Family Case Management	<ul style="list-style-type: none"> <li>● 819 clients received services</li> </ul>

<b>Services</b>	<b>Number of Clients (Calendar Year 2013)</b>
Project Chessed	<ul style="list-style-type: none"> <li>● 638 clients received access to healthcare</li> <li>● 1,612 medical appointments provided</li> <li>● 1,530 prescriptions filled</li> <li>● 463 clients assisted with signing up for permanent healthcare</li> </ul>
Volunteer Services	<ul style="list-style-type: none"> <li>● 955 people volunteered 14,445 hours (estimated value = \$319,812)</li> </ul>
Outreach Services	<ul style="list-style-type: none"> <li>● 40 people served through Cancer Connection</li> <li>● 19 calls to the Resource Center related to domestic violence</li> <li>● 68 clients received 3,057 clinical and case management contacts</li> </ul>
Geriatric Case Management	<ul style="list-style-type: none"> <li>● 862 clients</li> <li>● 704 received subsidized services</li> </ul>
Home Care	<ul style="list-style-type: none"> <li>● 356 clients served</li> <li>● 234 Holocaust survivors</li> <li>● 61,266 hours of in-home support services</li> </ul>
Holocaust Survivor Services	<ul style="list-style-type: none"> <li>● 502 Holocaust survivors received services</li> </ul>
Meals on Wheels (in partnership with NCJW)	<ul style="list-style-type: none"> <li>● 156 clients received meals (26,831 meals delivered)</li> <li>● An average of 70 clients receiving meals at any given time</li> </ul>
Transportation	<ul style="list-style-type: none"> <li>● 920 total riders (29,793 rides provided)</li> </ul>
Immigration and Citizenship	<ul style="list-style-type: none"> <li>● 1 class held</li> </ul>
Translation	<ul style="list-style-type: none"> <li>● 637 interpretation sessions for 265 clients</li> </ul>
Resource Center	<ul style="list-style-type: none"> <li>● 8,915 inquiries from 5,569 potential clients</li> <li>● 1,600 calls to the “One Number Senior Resource Center” line</li> </ul>

### **Significant Developments/Issues in FY 2013-14**

- Because there is no longer a need for refugee resettlement, JFS sunset the Refugee Resettlement Program and is no longer an affiliate for the Hebrew Immigrant Aid Society (HIAS).
- Project Chessed has begun to wind down since all clients who accessed healthcare through the program are now eligible for healthcare through the Affordable Care Act (ACA).
- In January of 2014, JFS received the highest level of accreditation from the Commission on Accreditation of Rehabilitation Facilities (CARF) for seven different service areas.

### **Plans/Concerns/Issues for FY 2014-15**

- Funding from the United Way, the State of Michigan and the Michigan Department of Human Services is year-to-year with no guarantees that it will continue.
- Governmental reimbursement for mental health services is expected to decrease significantly over the next few years.
- JFS is currently investigating whether to stay in its Oak Park office or move to a new location nearby.

## JEWISH SENIOR LIFE (JSL)

### Agency Overview

Jewish Senior Life provides residences, programs and services for older adults, helping them age with dignity, whether they remain in their own homes or find a need for a communal residence that provides support and community in a dynamic and engaging way. JSL is dedicated to enhancing the quality of life for older adults through the provision of personalized, high-quality programs and services that maximize independence and embrace Jewish values.

<b>Jewish Federation Funding</b>	<b>FY 2013-14</b>	<b>FY 2014-15</b>
Campaign Allocation	\$390,106	\$390,106
Challenge Fund Allocation	79,097	79,097
Challenge Fund Designated Grants	1,800	5,000
<b>Total</b>	<b>\$471,003</b>	<b>\$474,203</b>
<b>In-Home Support Services</b>		
Campaign Allocation	<b>\$9,375</b>	<b>\$9,375</b>

<b>Apartments (market-rate and subsidized independent and assisted living)</b>	<b>Capacity</b>	<b>FY 2014-15 (Occupancy)</b>
<b>Oak Park</b>		
Anna & Meyer Prentis Apartments I	96	86
Anna & Meyer Prentis Apartments II	99	94
Margot & Warren Coville Assisted Living Apartments	36	30
Harriett & Ben Teitel Apartments	148	140
<b>West Bloomfield</b>		
Lillian & Samuel Hechtman Apartments I	102	97
Lillian & Samuel Hechtman Apartments II	96	92
Norma Jean and Edward Meer Apartments	198	184
<b>Licensed Home for the Aged (West Bloomfield)</b>		
Edward I. & Frieda Fleischman Residence	67	59
Dorothy & Peter D. Brown Memory Care Pavilion	30	25
<b>Total</b>	<b>872</b>	<b>807</b>

<b>Services</b>	<b>FY 2014-15 (Residents/Clients, etc.)</b>
Catered Meals for the Apartments (Kosher dinner and optional weekend meals, includes assisted meal services)	700
J-care (In-Home Support Services for Apartment Residents)	400
Meal Subsidies for Apartment residents	425
Russian Interpreter Services for New Americans	150
Brown Adult Day Care Program (JSL Site)	average 24 per day
Jewish Community Chaplaincy Program	900
Program for Holocaust Survivors and Their Families	350 plus families

### **Significant Developments/Issues in FY 2013-14**

- Significant renovations took place at Prentis on the Oak Park campus during the year. The main entrance and the dining area were redone with the help of funding from the U.S. Department of Housing and Urban Development (HUD).
- JSL launched “The Village” in 2014, which is a membership organization for seniors. It offers a menu of services and programs that allow these community members to age in their homes.
- In 2013, JSL hired Sodexo to run its food service program but seven months later, JSL took control of the program and is now running all food service in-house.

### **Plans/Concerns/Issues for FY 2014-15**

- JSL will be renovating all the residences and common areas in the Teitel Apartments beginning in June 2014 and adding to the common area space.
- JSL is forecasting a \$1.2 million deficit that is attributed to rising healthcare costs, rising insurance costs, increased building repair costs, lower than expected occupancy at Fleischman and higher food program costs. It plans to pull from its reserves to cover this deficit.
- Further problems with the boiler at the Fleischman Residence may require a new system.
- JSL is researching several new service products to improve its residents’ and other seniors’ well-being and health.

## JVS

### Agency Overview

JVS helps people meet life challenges affecting their self-sufficiency through counseling, training and support services in accordance with Jewish values of equal opportunity, compassion, responsibility and the steadfast belief that the best way to help people is to make it possible for them to help themselves. JVS offers a broad spectrum of human services including career development, employment assistance, vocational rehabilitation, case management, specialized services to seniors, and affordable housing and financial education and coaching programs.

The agency operates out of several main locations: 1) the agency's administrative headquarters in the Rose and Sidney Diem Building in Southfield, 2) the JVS Arnold E. Frank Building in midtown Detroit, 3) leased space at the D. Dan & Betty Kahn Jewish Community Center in West Bloomfield, and 4) in Macomb County at a small JVS rental space in Roseville. Additionally, JVS staff are strategically co-located with other not-for-profit organizations including Jewish Family Service and Oakland Family Service, and JVS Job Coaches work with program participants at various employment sites throughout the tri-county area.

<b>Jewish Federation Funding</b>	<b>FY 2013-14</b>	<b>FY 2014-15</b>
Campaign Allocation	\$811,708	\$811,708
Challenge Fund Allocation	166,801	166,801
Challenge Fund Designated Grants	-	<u>5,000</u>
<b>Total</b>	<b>\$978,509</b>	<b>\$983,509</b>
<b>Special Staffing Grant</b>		
Campaign Allocation	\$88,579	\$153,579
Challenge Fund Allocation	10,593	10,592
Challenge Fund Special Grants	<u>171,700</u>	<u>171,700</u>
<b>Total</b>	<b>\$270,872</b>	<b>\$335,871</b>

### Significant Developments/Issues in FY 2013-14

- In 2013, CEO Barbara Nurenberg retired and Leah Rosenbaum has been leading the organization as interim President and CEO. JVS is undergoing an executive search process.
- In 2013, the David B. Hermelin ORT Resource Center was licensed as a Michigan proprietary school, which now makes it eligible for State funding.
- Effective April 1, 2014, the Jewish Educational Loan Service Program (JELS), formerly run by JVS and Hebrew Free Loan (HFL), was transferred to HFL and became part of the William Davidson Jewish College Loan Program.
- JVS projects that it will serve 15,086 individuals in the tri-county area through its array of programs and services.

- JVS has begun the process of upgrading its computer systems to meet Medicaid's increasing data, accounting and billing requirements for mental health services.

### **Plans/Concerns/Issues for FY 2014-15**

- Governmental reimbursement for mental health services is expected to decrease significantly over the next few years.
- The demand for services to the long-term unemployed in the Jewish community is expected to continue in the new fiscal year, especially for older workers.
- JVS is anticipating serving a growing number of veterans with service connected disabilities who have had re-adjustment and employment challenges since returning from their overseas duty.
- JVS and NEXTGen will be launching NEXTWork, which will focus on encouraging the community's young professionals to remain in metropolitan Detroit after graduation from college.
- JVS has \$445,000 in capital needs requests for building repairs and new vehicles needed for the agency's Supported Employment Program.

## **Jewish Identity Building Division**

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**Norm Beitner, Chairperson**  
**Laura Berman, Senior Associate Chairperson**  
**Kenneth Goss, Senior Associate Chairperson**  
**Todd Mendel, Senior Associate Chairperson**

## **BBYO**

### **Agency Overview**

BBYO is a trans-denominational Jewish teen movement serving teens from grades 6-12. BBYO's mission is "More Jewish Teens, More Meaningful Jewish Experiences." The organization seeks to provide Jewish teens with positive and meaningful experiences, leadership training and development, and innovative social justice programming, all of which are infused with Jewish values. BBYO's signature event is Regional Convention, which takes place each December. This is an inter-chapter competition, which features sporting events, oratory, D'var Torah, Menorah making and more. The event brings together hundreds of local Jewish teens.

<b>Jewish Federation Funding</b>	<b>FY 2013-14</b>	<b>FY 2014-15</b>
Campaign Allocation	\$58,652	\$58,652
Challenge Fund Allocation	<u>11,436</u>	<u>11,436</u>
<b>Total</b>	<b>\$70,088</b>	<b>\$70,088</b>

### **Significant Developments/Issues in FY 2013-14**

- BBYO expects to serve 2,036 teens by the fiscal year's end, which is 441 more teens than it served in FY 2012-13.
- This year's Regional Convention Talent Show attracted 1,300 attendees.
- BBYO underwent a significant change in 2014 as Eric Adelman, Director of Michigan Region BBYO, left his position to become the Executive Director of Kadima. BBYO's national organization, Federation and the local BBYO Commission discussed a transition plan, which included promoting the current Senior Programming Director, Lindsey Rosenberg, to an elevated leadership role and hiring a development professional to oversee fundraising efforts.
- BBYO sponsored a preview of Hunger Games II and leveraged the movie as an opportunity to talk about hunger in our community. The "Hunger is not a Game" event was attended by 615 teens and more than 1,100 pounds of food was collected for Yad Ezra.

### **Plans/Concerns/Issues for FY 2014-15**

- BBYO's top priority during the summer of 2014 is to hire an experienced development professional.
- Grant funding will be used in FY 2014-15 to hire a part-time BBYO Connect Professional who will focus on increasing attendance and improving program quality for Jewish children in middle school.
- BBYO will repeat its successful "Hunger is not a Game" event in November, 2014. Its goal is to grow the number of non-member teens in attendance.

## TAMARACK CAMPS

### Agency Overview

Currently in its 112<sup>th</sup> year of operation, Tamarack Camps (Tamarack) fulfills its mission by providing enriching Jewish camping experiences for children and families respectful of financial ability. The agency operates four primary camping sites, in addition to its teen travel programs. The summer of 2013 marked the fifth time in the agency's history that more than \$1 million was allocated to assist families seeking to send their children to camp. Tamarack operates six total camping facilities in addition to its teen travel programs:

1. Camp Maas in Ortonville, MI
2. Butzel Conference Center in Ortonville, MI
3. Charles N. Agree Outpost Camp in the Canadian North Woods
4. Camp Kennedy in Michigan's Upper Peninsula (Shingleton, MI)
5. Mio Base Camp\*
6. Mesick Base Camp\*

\*The Mio and Mesick Base Camps are properties within a few hours of Camp Maas used by trip leaders if they need to evacuate a trip. They are also used, on occasion, to park buses and canoe trailers. Each has 1-2 cabins and a bathroom.

<b>Jewish Federation Funding</b>	<b>FY 2013-14</b>	<b>FY 2014-15</b>
Campaign Allocation	\$409,864	\$409,864
Challenge Fund Allocation	<u>83,198</u>	<u>83,198</u>
<b>Total</b>	<b>\$493,062</b>	<b>\$493,062</b>

### Significant Developments/Issues in FY 2013-14

- During FY 2013-14, Tamarack served 1,266 summer campers, 84 Israeli campers, 125 Bubbie and Zadie Camp families and roughly 15,000 outdoor education participants.
- More than 250 people attended the fifth "Send a Kid to Tamarack (SK2T)" fundraising event. A part-time development staff member was hired to enhance outreach for this event.
- Construction of a new arts and crafts center and updates to Sheruth Village were completed (now Charach Sheruth Village).
- Cathy Calvano was hired as Tamarack's new CFO.
- Tamarack embarked on three major capital projects that will all be completed before the start of camp in 2014: 1) partial renovation of Berman Village (funding provided by Bill Berman), 2) renovation of DeRoy Village (funding provided by the DeRoy Testamentary Fund) and 3) renovation of the Old Amphitheater (funding provided by the William Davidson Foundation).

## **Plans/Concerns/Issues for FY 2014-15**

- Continue to make progress on master plan projects including: adult housing, Specialty Village renovation and a new Teva (nature) building.
- Refine staff training goals, objectives, structure and outcomes for all camp programs.
- Drive relevant Committee and Board agendas through the use of a strategic scorecard.
- Recruit new campers outside of Michigan to attend Camp Maas during the first session.

## HILLEL CAMPUS ALLIANCE OF MICHIGAN (HCAM)

### Overview

The Hillel Campus Alliance of Michigan (HCAM) offers Judaism-infused programming to Jewish students on smaller college campuses throughout the State of Michigan. It is administered by the staff at Michigan State University Hillel.

<b>Jewish Federation Funding</b>	<b>FY 2013-14</b>	<b>FY 2014-15</b>
Campaign Allocation *	-	<b>\$47,758</b>
<b>Irwin &amp; Bethea Green College Life Fund **</b>	-	<b>\$18,000</b>

*\*Although funding has been provided to HCAM in previous years through the Michigan State University Hillel (MSU) allocation and last year through the Eastern Michigan University Hillel/HCAM Reserve, this is the first year of a direct allocation to HCAM.*

*\*\* Of the \$36,000 awarded to MSU Hillel from the Green Fund in FY 2013-14, \$23,000 was used for HCAM. In addition to the \$18,000 awarded to HCAM for FY 2014-15, another \$8,000 held in reserve for the EMU Hillel transition into HCAM was added to make the total grant \$26,000.*

<b>HCAM Schools</b>	<b># of Jewish Students 2013-14</b>	<b># of Jewish Students Served</b>
Albion University	30	30
Central Michigan University	400	120
Eastern Michigan University	400	80
Grand Valley State University	200	120
Kalamazoo College	100-200	25
Saginaw Valley State University	15	15
Western Michigan University	700	300
Michigan Technological University and Northern Michigan University	12	12
<b>Total</b>	<b>1,857-1,957</b>	<b>702*</b>

*\*This is an increase of approximately 100 students over last fiscal year.*

### Significant Developments/Issues in FY 2013-14

- As admittance requirements at the University of Michigan and Michigan State University become more stringent, a growing number of Jewish students in Michigan are attending HCAM schools.
- Eastern Michigan University's stand-alone Hillel was closed and it officially became a member of HCAM. It was a very successful integration and participation in Hillel is growing through events such as Shabbat dinners, Sukkot celebrations and other Judaism-inspired programming.
- Saginaw Valley State was added to HCAM during the fiscal year.

### **Plans/Concerns/Issues for FY 2014-15**

- Since HCAM schools are spread out across Michigan, spending enough in-person time with each student group is a challenge. Funding for additional staff to help support this program is being sought.
- Funding from B'nai B'rith that had been anticipated for FY 2014-15 will not be available.

## HILLEL OF METROPOLITAN DETROIT (HMD)

### Agency Overview

Hillel of Metropolitan Detroit serves the students on six commuter college campuses in the metropolitan Detroit area. HMD's main office is on the campus of Wayne State University in the Grosberg Student Center Building. Social and Judaism-infused programming takes place on each campus and also at additional sites within southeastern Michigan.

<b>Jewish Federation Funding</b>	<b>FY 2013-14</b>	<b>FY 2014-15</b>
Campaign Allocation	\$140,709	\$140,709
Challenge Fund Allocation	27,477	27,477
Challenge Fund Designated Grants	500	-
<b>Total</b>	<b>\$168,686</b>	<b>\$168,186</b>
<b>Irwin &amp; Bethea Green College Life Fund</b>	<b>\$12,000</b>	<b>\$15,000</b>

<b>Campus</b>	<b># of Jewish Students 2013-14</b>	<b># of Jewish Students Served</b>
Lawrence Technological University	50	20
Oakland Community College	600	100
Oakland University	300	175
University of Detroit-Mercy	60	30
University of Michigan-Dearborn	100	45
Wayne State University	600	300
<b>Total</b>	<b>1,710</b>	<b>670</b>

### Significant Developments/Issues in FY 2013-14

- HMD ran 128 programs, which included Shabbat dinners, Menorah decorating, a latke cook-off, a Purim party and an Israeli rock and roll lunch.
- The agency is undergoing a major renovation, courtesy of Wayne State University. Its entire suite will be reconstructed, providing students and HMD staff with a much better space for meetings, programming and social events.
- HMD has 11 active student groups and two more are in the formation stage. The newest group is for the Jewish social work students at Wayne State University.

### **Plans/Concerns/Issues for FY 2014-15**

- HMD will continue to provide Judaism-infused and inspired programming to the students it serves and seek out programming partnerships with appropriate organizations in the community.
- Hillel International has not provided any information about its grant initiatives for the coming year and HMD therefore does not expect that this will be a source for funding.
- HMD is now required by the State of Michigan to undergo an annual financial review rather than a compilation. As such, HMD's accounting fees will increase.

## MICHIGAN STATE UNIVERSITY HILLEL (MSU HILLEL)

### Agency Overview

Michigan State University Hillel builds Jewish life and supports the next generation of Jewish leaders on Michigan State University's East Lansing campus. It offers Judaism-inspired programs and activities. MSU Hillel staff also administers the Hillel Campus Alliance of Michigan (HCAM) program, which serves Jewish students on smaller campuses throughout the State of Michigan. There are approximately 3,500 Jewish students on Michigan State University's campus and MSU Hillel estimates that it reaches 2,000 of them.

<b>Jewish Federation Funding</b>	<b>FY 2013-14</b>	<b>FY 2014-15</b>
Campaign Allocation	\$136,782	\$136,782
Challenge Fund Allocation	<u>28,108</u>	<u>28,108</u>
Challenge Fund Designated Grants		
<b>Total</b>	\$164,890	\$164,890
<b>Irwin &amp; Bethea Green College Life Fund</b>	<b>\$36,000 *</b>	<b>\$13,000</b>

*\*Of this amount, \$23,000 was used for HCAM.*

### Significant Developments/Issues in FY 2013-14

- Thirty student interns were hired during the year with grants from various organizations including Grinspoon, MASA, Stand with Us, CAMERA, Hasbara and Birthright Next.
- The Destination Detroit Program is one of the year's big successes. Representatives from nine minority student groups at Michigan State University travel to Detroit each month and participate in community service projects, tour Detroit, and visit successful businesses and non-profits. MSU Hillel partners with the MSU Division of Student Affairs and Services, the Office of Inclusion and Intercultural Initiatives, Repair the World and Summer in the City on this initiative.
- During the year, MSU Hillel was alerted that it has become the largest feeder to Hebrew Union College's Rabbinical School.

### Plans/Concerns/Issues for FY 2014-15

- More than 165 MSU students will be going to Israel in FY 2014-15 on Birthright.
- MSU Hillel will seek to continue to increase its programming offerings, including growing Destination Detroit and adding a new program, Destination Lansing.
- MSU Hillel has secured initial funding for a part-time Jewish educator, but will require ongoing funding to sustain this position in future years.
- The MSU Hillel House will soon require new carpeting and kitchen flooring.

## **MICHIGAN HILLEL (HILLEL AT UNIVERSITY OF MICHIGAN)**

### **Agency Overview**

The Hillel at UM in Ann Arbor is a large, diverse Hillel with high quality programs. It supports 60+ independent student groups, spanning the full breadth of Jewish life. Each group provides opportunities for students to become involved as leaders, driving the programming and decision-making forward for their group and community. Students gain leadership, engagement, and community-organizing skills that benefit them in their roles on campus, in finding employment, and in life after they graduate. There are approximately 4,000-4,500 Jewish undergraduate students on campus and Hillel at UM believes it reaches 65%-75% of them through programming and e-mail distribution. There is a core group of 150-200 students who actively volunteer in leadership roles and on committees.

<b>Jewish Federation Funding</b>	<b>FY 2013-14</b>	<b>FY 2014-15</b>
Campaign Allocation	\$137,310	\$137,310
Challenge Fund Allocation	27,703	27,703
<b>Total</b>	<b>\$165,013</b>	<b>\$165,013</b>
<b>Irwin &amp; Bethea Green College Life Fund</b>	<b>\$10,625</b>	<b>\$10,000</b>

### **Significant Developments/Issues in FY 2013-14**

- Leveraging a CREATE grant, Hillel at UM made changes to its physical space. The Hillel building has a new lounge upstairs, new furniture, new carpeting, white board walls, dry-erase tables and updated sound, light and projection equipment.
- During the year, Hillel at UM worked to re-establish relationships with the Jewish students who are members of fraternities and sororities. A Jewish Greek Council and an advisory committee were both created.
- Nearly 300 students attended the Latke vs. Hamantashan debate which featured Economics Professor Jan Gerson and English/Literature Professor Ralph Williams (Team Hamantashan) vs. English/Judaic Studies Professor Julian Levinson and Political Science/Judaic Studies Professor Zvi Gitelman (Team Latke).
- Hillel at UM hired a new Director of Advancement to professionalize the organization's fundraising infrastructure, lead development efforts and steward new gifts.
- Jewish students and Hillel at UM staff fought against, and helped defeat, a Boycott, Divestment and Sanctions (BDS) resolution that was voted on by the University of Michigan's Central Student Government.

## **Plans/Concerns/Issues for FY 2014-15**

- Hillel at UM expects to see an increase in fundraising results next fiscal year.
- Hillel will continue to expand its programming in response to students' needs and requests.
- Increased utilization of the organization's website to streamline purchases and event registration will lead to cost increases in computer and website expenses.
- Former Executive Director Michael Brooks will officially retire from Hillel at UM during FY 2014-15 and will no longer work as a consultant to the organization.
- While there are no capital needs requests this year, Hillel at UM does anticipate a request within the next two years to replace its carpeting and rebuild the kitchen as its meal program is growing.

## **Jewish Education Division**

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**Steven Weisberg, Chairperson**  
**Jodi Goodman, Senior Associate Chairperson**  
**Robert J. Gordon, Senior Associate Chairperson**

## AKIVA HEBREW DAY SCHOOL

### Agency Overview

Akiva Hebrew Day School is a Modern Orthodox Zionist school, offering both Jewish and secular studies for boys and girls from preschool through high school.

<b>Jewish Federation Funding</b>	<b>FY 2013-14</b>	<b>FY 2014-15</b>
Campaign Allocation	\$363,340	\$363,340
Challenge Fund General Allocation	73,664	73,664
Challenge Fund Designated Grant	<u>3,340</u>	
<b>Total</b>	<b>\$440,344</b>	<b>\$437,004</b>
<b>Shiffman Family Tuition Assistance Fund</b>	\$100,000	\$100,000

### Number of /Students

**FY 2013-14:** 255 (compared to 294 in 2012-13)

**FY 2014-15:** 255 projected

	<b>FY 2012-13</b>	<b>FY 2013-14</b>	<b>FY 2014-15</b>
	<b>Actual</b>	<b>Projected Actual</b>	<b>Projected</b>
<b>Scholarships/Subsidies</b>	\$1,272,500	\$1,213,739	\$1,260,000

### Significant Developments/Issues in FY 2013-14

- Akiva's 2013-14 enrollment of 255 was significantly less than their 2012-13 enrollment of 294. Akiva anticipated a decrease in enrollment for FY 2013-14 as there is no 12<sup>th</sup> grade class (result of past demographic and census trends in the school), several families made aliyah and there was a large graduating class (26 students) last year. They expect over the next few years for enrollment to grow back to around 300 as the upcoming 9<sup>th</sup> grades are large.
- The school has 6 new students from out of state this year. There are many young families moving into the area. They have very young children who are not yet preschool eligible, but will be within the next couple of years. Part of their moving into the area around Young Israel of Southfield is the ability to send their children to Akiva. A primary draw was having a school with not only an elementary section, but also a high school. They said that without the latter, they would not have moved into that area.
- Scholarship requests continue to increase, with over 58% of students not paying full fee.
- In an effort to offer more and varied course offerings, online course options are available.
- Scott Cranis was hired this year as Executive Director, replacing Sidney Katz, the previous Executive Director.

- Space issues are a major concern for the school as they are maxed out of their current space. They cannot hire additional faculty to expand or enhance programs, as they don't have sufficient space to house them. In addition, the high school section needs to be moved from the lower floor which is not appealing.

Southfield Public Schools still does not want to sell the elementary school across the road from Akiva and there are no options in Berkeley or West Bloomfield. They are currently working with the architectural firm of French and Associates to develop plans for a new building which will utilize part of the current space and then add on to the west side of the building. The east section of the building would be utilized until the western addition is completed and then the east section would be torn down to make playground and green space. The fundraising campaign is moving ahead for the new construction.

- The school has increased its partnership with Southfield Public Schools and is receiving about \$70,000 worth of services. These include payment for AP classes, physics, European and American history and gym. The Akiva teachers for these classes are partially paid for by Southfield Schools.
- Rabbi Klugerman, the Head of School, has been focusing on rebuilding the curriculum in all grades. The last couple of years he had focused on the high school. They have also now rebuilt the kindergarten through third grade curriculum, utilizing the "Common Core" method. They will now focus on the 4<sup>th</sup>-8<sup>th</sup> grades.
- Rabbi Klugerman worked with Mekor Hachayim, Rabbi Adin Steinsaltz's Foundation, to bring two schlichim from Israel to the school this year. The schlichim work not only for Akiva, but also for other Jewish communal organizations. Rabbi Aaron Bergman at Adat Shalom, Tilly Schames at Hillel at University of Michigan and Miriam Starkman at Hillel of Metropolitan Detroit are partnering with Akiva on this. Working with the campus Hillels enables Akiva to offer modern Orthodox students on these campuses various programs.

### **Plans/Concerns/Issues for FY 2014-15**

- Due to the current capital campaign and plans for new construction, Akiva is deferring major projects and incorporating them into the new construction.
- The school is in the final stages of planning for the installation of a new layered security entrance. It will be constructed in a manner that will allow it to be removed and reused following construction of the new facility.
- Akiva is celebrating its 50<sup>th</sup> Anniversary this year and is planning a major dinner in June to highlight it.
- Focus will continue on strengthening the high school and also student retention. This includes a long-term vision and plan to further professionalize the Educational Support Service Department to serve the 1/3 of students who are impacted by learning challenges. In addition, the school is focusing on the need to upgrade teachers' salaries and to enhance its professional development program for teachers.

## JEAN and SAMUEL FRANKEL JEWISH ACADEMY (FJA)

### Agency Overview

Frankel Jewish Academy is a non-denominational community high school, offering a program of Jewish and secular studies for its students. It defines itself as an Open, Halachic, Zionist and American school.

<b>Jewish Federation Funding</b>	<b>FY 2013-14</b>	<b>FY 2014-15</b>
Campaign Allocation	\$111,840	\$111,840
Challenge Fund General Allocation	21,975	21,975
Challenge Fund Designated Grant	<u>22,000</u>	<u>11,500</u>
<b>Total</b>	<b>\$155,815</b>	<b>\$145,315</b>
<b>Shiffman Family Tuition Assistance Fund</b>	\$297,065	\$297,065

### Number of /Students

**FY 2013-14:** 222 (compared to 228 in 2012-13)

**FY 2014-15:** 230 projected

	<b>FY 2012-13</b>	<b>FY 2013-14</b>	<b>FY 2014-15</b>
	<b>Actual</b>	<b>Projected Actual</b>	<b>Projected</b>
<b>Scholarships/Subsidies</b>	\$1,723,232	\$1,700,703	\$1,750,000

### Significant Developments/Issues in FY 2013-14

- With a special technology grant of \$500,000, FJA officially launched its first interactive Jewish learning game called Sparks of Eternity. The grant was renewed for another year and the students are working on additional segments of the game. They are hoping to market the game to other Jewish schools. In addition, the grant is being used to make further infrastructure upgrades to support digital educational programs.
- The school launched a new class, Jewish Journeys, in January. The course helps students navigate their own journey toward Jewish understanding and identity by exposing them to the diverse paths and perspectives that exist in the contemporary Jewish world. The course is taught by two rabbis, one with Conservative and the other with Reform ordination. The course has been extremely well received by the students.
- Two B'nei Akiva shlichim were added last year from Israel to create and lead engaging Jewish and Zionist programs for students (such as hosting Shabbat and holiday celebrations) and the community at large (such as free Ulpan classes, open to the public, at FJA). The shlichim have strengthened the school's Zionist activities, providing students with more avenues for establishing and exploring their Jewish identity and their connection to Israel. In addition, the school has been utilizing the three "Ramah" fellows, youth leaders in their 20's from the Ramah camping system, as an integral part of their minyan program and in their extra-curricular activities.

- In an effort to develop deeper ties with the City of Detroit, members of the FJA Entrepreneurs' class will be in Detroit for a 10 part entrepreneurial series this spring to explore downtown businesses and entrepreneurial topics, such as "What is hot with start-ups and why is Detroit the place to do it!"
- The Jewish Studies Department launched its first early morning Adult Education initiative, Torah and Tefillah Tuesdays. Over 40 parents attended the first session.
- FJA is exploring a joint initiative with BBYO to host leadership training and sharing of ideas retreat that would bring together youth from all parts of the Jewish community. They would include USY, Ramah, NFTY, NCSY, B'nai Akiva, and Tamarack Camps.
- Science students are working on a project in which they correspond with all living Jewish Nobel Prize winners in science to obtain posters and artifacts celebrating and commemorating their achievements. They are installing a gallery of the items they have received and are planning a fundraising event around the exhibit.
- The school continues to focus on its affordability initiative, the Flexible Tuition Program. It has been a very positive tool for recruitment, but also carries budgetary risk if enrollment exceeds 230 students. Reserve funds are set aside to help cover the cost of the program and potential risk.
- Frankel Jewish Academy is accredited by ISACS (Independent Schools Association of Central States), one of six regional associations that accredit public and private schools, colleges, and universities in the United States.

### **Plans/Concerns/Issues for FY 2014-15**

- The Academy already has a very high level of security, including a Director of Security and Discipline, who is a former chief of police with 24 years of experience in law enforcement. The school is a closed access facility and has a "2-way" radio system that provides instant and constant communication among key members of the administration, staff and security team. The radio system includes 18 radios and a dedicated channel. A number of security upgrades were made this year, including major improvements to the security camera system and relocating the emergency radio to the receptionist desk for increased monitoring. The security camera system can now be monitored remotely via an iPad or computer and several outdated analog cameras were replaced with high resolution cameras. For FY 2014-15, the plan is to replace more of the old analog cameras.
- Increased enrollment and fundraising remain the primary areas of focus for the coming year.
- The school undertook the task of producing a new Strategic Plan in FY 2013-14. The plan was completed and shared with the Board at its March meeting. A decision will then be made as to which elements to implement in FY 2014-15.

- The school is working with the Bawmann Group (specializes in non-profits and has worked with the Jewish community in other cities) to upgrade its marketing and public relations efforts. A comprehensive marketing plan is being developed based on their findings. This may result in a budget increase in 2014-15, but the school sees the offset to be positive press recognition and recruitment.
- FJA is conducting a search for a new principal for FY 2014-15 to replace Dr. Renee Wohl, who is retiring at the end of this school year.
- Conversations have begun with the University of Michigan to bring graduates from their PhD programs to teach literature and history/social science at the school next year. These post-doctoral fellowships would be funded in part by the University and would provide students with a level of academic expertise not available at other local high schools.
- Significant advances have been made in alumni engagement activities. This year the school hired Ms. Jennifer Beitner as an alumni relations coordinator. A first alumni reunion in the "D" was held with 33 alumni in attendance. Further activities are in the planning for next year.

## HILLEL DAY SCHOOL

### Agency Overview

Hillel Day School is a community day school, offering both a Jewish and secular program for children from nursery school through 8<sup>th</sup> grade.

<b>Jewish Federation Funding</b>	<b>FY 2013-14</b>	<b>FY 2014-15</b>
Campaign Allocation	\$495,580	\$495,580
Challenge Fund General Allocation	99,824	99,824
Challenge Fund Designated Grant	<u>13,725</u>	<u>12,500</u>
<b>Total</b>	<b>\$609,129</b>	<b>\$607,904</b>
<b>Shiffman Family Tuition Assistance Fund</b>	\$491,457	\$491,457

### Number of /Students

**FY 2013-14:** 547 (compared to 548 in 2012-13)

**FY 2014-15:** 545 projected

	<b>FY 2012-13</b>	<b>FY 2013-14</b>	<b>FY 2014-15</b>
	<b>Actual</b>	<b>Projected Actual</b>	<b>Projected</b>
<b>Scholarships/Subsidies</b>	\$2,801,394	\$2,847,876	\$2,983,576

### Significant Developments/Issues in FY 2013-14

- The response to Hillel's Early Childhood Center continues to be very positive and is exceeding initial projections. The matriculation of many of the ECC children into kindergarten results in a partial offset of the decline in enrollment in grades K-8 and continues to help stabilize enrollment.
- Enrollment for FY 2013-14 is 547 students, of whom 115 are in the Early Childhood Center. Attrition is at 5.7% which continues to be significantly lower than the independent school average attrition (10%) and is basically level with Hillel's previous year's attrition of 5.5%. The attrition is due in part to the inability to provide an acceptable amount of tuition assistance to various families while staying within the guidelines of the school's assistance policy. The hope is that the new Davidson grant (see below) will help with attraction and retention of students.
- Financial assistance awards increased to 59% of the student body from the prior year of 56%. The percent of the total number of dollars is 35%, which is still at an unsustainable level with the school giving about \$2.8 million dollars in assistance this year. A continuing challenge has been trying to meet the financial needs of middle income families and of the increasing number of kindergarten and first grade families requesting assistance.
- Hillel is accredited by ISACS (Independent School Association of Central States). Their current accreditation cycle ends this year and they will begin a new one next year.

## Plans/Concerns/Issues for FY 2014-15

- The aging of the school's HVAC units continue to be a major concern as they are old and their length of life is uncertain. Hillel will continue to repair these units until replacement is absolutely necessary and monitor all units that require extensive maintenance.
- Hillel continues to closely monitor the 2nd floor roof. This is the only area that has not been replaced.
- Hillel is:
  - Investigating the need for additional cameras throughout the interior of the school.
  - Continuing to monitor the need for a new DVR in order to obtain larger memory.
  - Investigating the possibility of installing perimeter fencing, bollards and bullet proof glass at the entrance point.
  - Continuing to evaluate security plans to determine if additions or changes are warranted.
- Hillel is optimistic of continued growth in the ECC; they are projecting the ECC to reach capacity of 120 for the upcoming FY 2014-15 school year.
- Declining enrollment continues to be a major concern. To help stem this tide, they are hoping to attract more new families and reverse enrollment trends through the implementation of two major transformational gifts. At the minimum they anticipate that these gifts will make Hillel more affordable for those families wanting a Hillel education and will provide their students with an outstanding, 21<sup>st</sup> century Jewish day school education.
  - Beginning with the 2014-15 school year, Hillel will offer a grant that lowers the effective cost of tuition each year of a child's enrollment. Thanks to the generous support of the William Davidson Foundation, all families with entering first graders next year will be eligible to receive \$36,000 in credit towards their child's 8 years of tuition: \$1,000 in credit that grows by an additional \$1,000 for each year of enrollment, with \$8,000 in tuition credit by eighth grade. And not just newly enrolled students benefit; all currently enrolled students and new lateral entry students are eligible to receive a \$1,000 credit against the cost of tuition next year, with an additional \$1,000 credit earned for each year of enrollment through 8th grade. For a newly enrolled 1st grade student, the total annual tuition that a family will pay through graduation will actually decrease over 8 years as a result of this grant.

Making the cost of a Hillel Day School education both affordable and predictable has been a long term goal of the school. Of the reasons they get from parents who choose not to enroll their children, most often they hear about the long term financial commitment and the uncertain total cost of 8 or more years of tuition payments. They believe that this innovative grant program will address this issue.

- In addition, Audrey and Bill Farber made a gift to the school that enables it to realize its vision to create an architectural design that uses educational space for optimal learning. The gift covers the full cost of Phases 1, 2 and 3 of their four-

phase Master Plan and allows them to immediately take the necessary steps to start construction at the end of the current school year. The three phases include an innovation hub with an art studio, science lab, video and audio studio, new music room, and adjacent green house. The entire center of the school will be opened up and become the “heart of the school” or town square. This area will enable group learning, large group gatherings, quiet spaces for reading and studying, and a warm and inviting place for students, teachers and parents to congregate, collaborate, socialize, and learn. Finally, they will be installing a new kitchen and creating a new cafeteria, which will be called the café and will have multiple uses.

## YESHIVA BETH YEHUDAH (YBY)

### Agency Overview

Yeshiva Beth Yehudah is an Orthodox day school that provides a Jewish and secular curriculum for its students. It has a girls school for grades kindergarten through high school and a boys school for grades kindergarten through 8th grade. It also has a pre-school program. YBY operates a Kollel and a community learning and outreach program, Partners in Torah.

<b>Jewish Federation Funding</b>	<b>FY 2013-14</b>	<b>FY 2014-15</b>
Campaign Allocation	\$651,641	\$651,641
Challenge Fund General Allocation	133,908	133,908
Challenge Fund Designated Grant	25,000	
<b>Total</b>	<b>\$810,549</b>	<b>\$785,549</b>
<b>Shiffman Family Tuition Assistance Fund</b>	\$446,321	\$446,321

### Number of /Students (does not include the Kollel)

**FY 2013-14:** 858 (compared to 809 in 2012-13)      **FY 2014-15:** 901 projected

	<b>FY 2012-13</b>	<b>FY 2013-14</b>	<b>FY 2014-15</b>
	<b>Actual</b>	<b>Projected</b>	<b>Projected</b>
		<b>Actual</b>	
<b>Scholarships/Subsidies</b>	\$3,966,212	\$4,219,916	\$4,249,916

### Significant Developments/Issues in FY 2013-14

- The Yeshiva provides a full day religious and secular education to 858 students in preschool through 12th grade, about 649 of whom receive scholarships. Approximately \$4.6 million is provided in scholarship assistance. No children have ever left the school due to the inability to pay tuition. There continues to be an increase in the number of financial assistance applications from parents who never needed assistance before, as well as from parents who require greater help because of job losses and cut wages.
- To encourage community growth and school enrollment, the school started a Kollel six years ago. Today, the Kollel has 22 members. It is funded with outside sources. Kollel participants serve as role models and are a positive influence on the boys attending the school. The wives of Kollel members often work as teachers in the school and as educators with Partners in Torah. A number of Kollel members have remained in the community upon completion of the program.
- Yeshiva Beth Yehudah continues to see an increase in enrollment which is attributed to the Kollel families, new young families moving here for various job opportunities and the fact that Detroit is a very affordable place to live with a strong and welcoming Jewish community and good Jewish education options. Preschool enrollment, in particular, continues to surge as does enrollment in the younger grades, which are 50% larger than

the 5<sup>th</sup> through the 8<sup>th</sup> grades.

- The Meer Early Childhood Center now offers full and half day programs and latchkey and extended enrichment programming, which help accommodate the needs of working parents.
- The school also offers a Baccalaureate Program in conjunction with Thomas Edison State College, a fully accredited New Jersey public college.
- Due to capacity issues, Yeshiva Beth Yehudah built a new Preschool/Girls High School. The new building, which opened this September, is state-of-the art. By co-locating the preschool and high school in the same building, but with separate entrances and wings, there were more construction/utilities efficiencies than building two separate buildings, and they share secretarial and other support staff. The architectural firm who worked on the project was French and Associates. The building is approximately 50,000 square feet. The students use the gym at the girls elementary school across the street and also the one at the JCC.
- Yeshiva Beth Yehudah continues its commitment to serving children with special needs. They estimate that approximately 40% of their students need to access special services which are offered by the school and from Federation's Alliance for Jewish Education's Opening the Doors program, JARC, Title I and the public schools.
- Thanks to a grant from the Gruss Foundation/Center, this year the school upgraded its technology, adding SmartBoards to the entire high school and another nine classrooms.
- Partners in Torah continues to grow and the Yeshiva is very pleased to be providing adult education services to the entire community in multiple locations. Over 4,000 Jewish adults attended classes this past year. Rabbi Muller works in partnership with the Jewish Community Center. Together they created the "Kindness Project." Partners in Torah and the JCC also launched their first-ever "Kindness Mission" to Israel to explore avenues of Kindness. This year Partners created a new project, a gathering place in Oak Park for young adults close to where they live and work. The "PIT Stop" will serve as a hub for a large portion of their young adult programming, hosting Shabbat dinners, weeknight classes, cooking demonstrations and other programs.
- The Director of Alumni Relations and Outreach, Rabbi Simcha Zev Baum, a native Detroiter and Beth Yehudah alumnus, has developed an active Alumni Association both locally and around the world and it is hoped that this effort will continue to grow into a new significant source of income for the Yeshiva as these relationships mature. This year, the Alumni Association held its first East Coast event with great success and plans are underway for a Los Angeles event.
- Yeshiva Beth Yehudah's security committee has been meeting with Gary Sikorski and has developed a plan for physical improvements to the security of the buildings to protect the students. A major security upgrade took place due to the new security officers hired by Federation. They have been integrated into the school staff and work well with teachers, administrators, students and parents.

## **Plans/Concerns/Issues for FY 2014-15**

- Paving repairs are needed at the Boys and elementary Girls Schools and these have been discussed with the Capital Needs Liaison and Federation's Director of Real Estate Services.
- The Yeshiva anticipates increased enrollment next fiscal year due to the Kollel and other young families moving in.
- Technology upgrades will continue with adding SmartBoards to additional classrooms.
- Next year, the Yeshiva plans to implement a third party solution for tuition collection and initial scholarship requests. They feel this will help parents to be more comfortable about the privacy of their data, as well as discourage delinquencies and improve timeliness of collections.
- Finances continue to be an issue for the Yeshiva. The Yeshiva is struggling to meet the enormous burden of over \$4 million in annual fundraising.

## YESHIVA GEDOLAH

### Agency Overview

Yeshiva Gedolah is an Orthodox school which has a boys high school offering both Jewish and secular studies. Its college program offers Rabbinical studies for young men. In addition, it has a post-college Kollel.

<b>Jewish Federation Funding</b>	<b>FY 2013-14</b>	<b>FY 2014-15</b>
Campaign Allocation	\$95,364	\$95,364
Challenge Fund General Allocation	<u>19,597</u>	<u>19,597</u>
<b>Total</b>	<b>\$114,961</b>	<b>\$114,961</b>
<b>Shiffman Family Tuition Assistance Fund</b>	\$40,000	\$40,000

### Number of High School (H.S.) Students

**FY 2013-14:** 76 in H.S. - with the college, 173 total students (compared to 73 in H.S. – with the college, 171 total students in 2012-13); **FY 2014-15:** 75 in H.S. – with the college, 173 total students projected

	<b>FY 2012-13</b>	<b>FY 2013-14</b>	<b>FY 2014-15</b>
	<b>Actual</b>	<b>Projected Actual</b>	<b>Projected</b>
<b>Scholarships/Subsidies</b>	\$281,800 high school (Total high school & college: \$461,067)	\$289,000 high school (Total high school & college: \$450,000)	\$290,000 high school (Total high school & college: \$460,000)

### Significant Developments/Issues in FY 2013-14

- The Yeshiva serves as a resource center for the surrounding community. Daily and Shabbat services are offered and Yeshiva Gedolah houses a number of community events. In addition, it sponsors adult education programs for all levels of students of all ages. It has been a partner in the revitalization of the Ten Mile area, which has and continues to show unprecedented growth and is now one of the most viable Jewish neighborhoods in the area.
- Both the high school and rabbinical college enrollments are stable. The high school enrollment is mainly dependent on the size of the 8<sup>th</sup> grade graduating classes from Darchei Torah and Yeshiva Beth Yehudah. Due to the economy, Yeshiva Gedolah has seen an increase in in-town students. They do not recruit for out-of-town high school students. The school does not encourage 9<sup>th</sup> and 10<sup>th</sup> grade students to live in the dorms.
- The opening of the Toledo Yeshiva in West Bloomfield has not impacted YG. The two schools focus on a different type of student. The curriculum at YG is more rigorous.

- In 2009, the Yeshiva received accreditation by AARTS (Association of Advanced Rabbinical and Talmudic Schools) through 2016. The Yeshiva continues to receive high marks. In fact, Rabbi Rushnawitz was asked this year to be on an AARTS team to evaluate Telshe Yeshiva in Cleveland.
- The school also had a federal audit from the Department of Education. There were no negative findings and they were commended for running a professional and highly recognized institution.
- The high school's secular program is accredited by the State of Michigan and is staffed by experienced, certified teachers. It provides a full high school core curriculum which enables a student to matriculate to any college or university.
- The school has seen a large increase in the number of Kollel Fellows who have chosen to move back to Detroit and join their Kollel. There are currently 24 Kollel fellows. They are funded by contributions raised from alumni who are dedicated to this post-graduate learning program. The school strongly feels that the Kollel has had a positive impact, not only on the Yeshiva, but also on the community's schools and organizations. Many are choosing to remain in the Detroit area.
- After the untimely death of Rabbi Menachem Greenfield, the Yeshiva hired Rabbi Menachem Sigler, an alumnus of the school, to be the Director of Development. A major fundraising event was just completed, the dedication of a Sefer Torah in Rabbi Bakst's memory. Twelve hundred people attended the ceremony and the school raised about \$600,000, the majority of which will be paid over several years. In addition, Rabbi Sigler is working on developing strong relationships with the large alumni group of the school and with community leaders.
- During the past two years, the school began an online digital learning program to help high school students who were not successful in the mainstream classroom setting. The program, which is used by many public school districts and also Torah Mesorah schools, has been extremely successful in helping these students progress. Each student is given a computer program designed specifically for his individual needs and can progress according to his own pace. The program is used only for secular studies as they feel the relationship between the rabbis and students is crucial for studying Torah. Ten students are in the program this year and are assisted by a proctor. All started with poor or failing grades and now are rapidly catching up. In fact, two students have surpassed their current grade level.

## **Plans/Concerns/Issues for FY 2014-15**

- The school created a security team who are studying ways to upgrade the security on the whole campus. Their first areas of focus have been to install new, more secure outer doors, equip the classroom doors with lock down hardware, fence specific areas of the campus and enhance outdoor lighting. With the help of Capital Needs, the Yeshiva will soon be revamping two of its outside doorways, which represents a major security upgrade from the present situation.
- The original part of the building needs a new roof and the plan is to address this during the spring/summer.
- The Yeshiva will continue to hold out-of-town fundraisers with alumni and friends of the Yeshiva as these are very successful and create a way to stay connected with alumni.
- The school expects a flat enrollment for next fiscal year.
- Approximately 35% of the budget is covered by tuition payments, with about 20% of the families paying full tuition. Full-time staff received a tuition benefit for their sons as part of their benefits package. The Yeshiva tries to ensure that all students pay their fair share of tuition.

## YESHIVAS DARCHEI TORAH (YDT)

### Agency Overview

Yeshivas Darchei Torah is an Orthodox day school that provides a Jewish and secular curriculum for its students. It has a girls school for grades kindergarten through high school and a boys school for grades kindergarten through eighth grade. It also has a pre-school program.

<b>Jewish Federation Funding</b>	<b>FY 2013-14</b>	<b>FY 2014-15</b>
Campaign Allocation	\$189,499	\$189,499
Challenge Fund General Allocation	38,940	38,940
<b>Total</b>	<b>\$228,439</b>	<b>\$228,439</b>
<b>Shiffman Family Tuition Assistance Fund</b>	\$142,000	\$142,000

### Number of /Students

**FY 2013-14:** 376 (compared to 375 in 2012-13)

**FY 2014-15:** 376 projected

	<b>FY 2012-13</b>	<b>FY 2013-14</b>	<b>FY 2014-15</b>
	<b>Actual</b>	<b>Projected Actual</b>	<b>Projected</b>
<b>Scholarships/Subsidies</b>	\$1,762,810	\$1,708,580	\$1,742,752

### Significant Developments/Issues in FY 2013-14

- YDT has one facility on 12 mile road in Southfield Michigan that houses boys and girls. A major renovation took place four years ago with the addition of the Zekelman girls high school wing. This state-of-the-art, two story addition has modern science and computer facilities, technology for digital presentations in each classroom, and an inviting atmosphere for education.
- Enrollment is basically stable at 376 students this year compared to 375 last fiscal year. Class sizes average 14-15 students per class. Retention of students and staff and new enrollment remain high.
- The number of students on financial assistance and discounts continues to be a challenge for the school. Only about 16% of students pay full tuition. In 2013-14 the school awarded \$1.7 million in scholarships and discounts and is anticipating that number to increase to \$1.742 million for 2014-15.
- Last year, the school hired Rabbi Yehudah Amsel to be their new Director of Community Relations. They feel that it is important to get the word out about what they are doing and to grow their parent and community constituency. Rabbi Amsel particularly wants to engage alumni and young families to connect the next generation with the school. He is doing outreach beyond the Orthodox community. His core responsibility is to meet with new and prospective students and families. He hopes to broaden the fundraising base.

Rabbi Amsel is developing marketing materials for the school and now the school has a webpage - ytdetroit.org. There is more buzz about Darchei Torah in the community.

### **Plans/Concerns/Issues for FY 2014-15**

- This year, tuition covered only about 42% of YDT's operating expenses. About 30% of the budget needs to be covered by solicitations and fundraising events. Due to the economy, the school is very concerned about its ability to raise sufficient funds to meet its budget. The same economic situation puts pressure on families paying tuition. Although the school is projecting an increase in tuition revenue, they are concerned about families being able to pay the increase.
- The Board and the staff struggle to keep funds flowing to cover payroll and other costs, with continued challenges expected in the year ahead.
- If they could find the money, the Darchei Torah Board would like to hire a full time business manager. They believe that the benefits and efficiencies that could be achieved would result in significant savings, help relieve the administrative burden from existing staff, and provide better service for the staff, parents and other stakeholders.

## CONGREGATIONAL SCHOOL FUNDING

<b>Jewish Federation Funding</b>	<b>FY 2013-14</b>	<b>FY 2014-15</b>
Campaign Allocation	\$373,516	\$373,516
Challenge Fund General Allocation	76,755	76,755
Challenge Fund Designated Grant	5,000	-
<b>Total</b>	<b>\$455,271</b>	<b>\$450,271</b>

### Number of /Students

FY 2012-13: 3,059

FY 2013-14: 2,810

### Significant Developments/Issues in FY 2013-14

- The number of congregational school students continued its downward trend. There were 4,217 students during the 2005-06 year compared to 2,810 in the 2013-14 year.
- Many schools continue to operate with deficits. In some cases, this is due to falling student enrollment numbers, as indicated above.
- The amount of the “per student” scholarship grant will be increased this year from \$148.34 to \$150. This increase is made possible due to the decreased number of students in the total congregational school pool.

### Plans/Concerns/Issues for FY 2014-15

- In 2012, a joint Alliance and Jewish Education Division Task Force on Congregational Schools Scholarships established new requirements, being phased in over a three year period, for a school to receive scholarship dollars. The FY 2013-14 requirements include teaching staff participation in a minimum number of hours of teacher training, and having school mission and vision statements. Additionally for this year, schools must have a written curriculum with defined methods of assessing student progress. One school did not meet these requirements and as a consequence will not receive funding in the coming year.

**JEWISH FEDERATION OF METROPOLITAN DETROIT'S**  
**ALLIANCE FOR JEWISH EDUCATION**

<b>Jewish Federation Funding</b>	<b>FY 2013-14</b>	<b>FY 2014-15</b>
Campaign Allocation	\$947,500	\$967,500
Challenge Fund Designated Grant		
<b>Total</b>	<b>\$947,500</b>	<b>\$967,500</b>

**Significant Developments/Issues in FY 2013-14**

- The Jewish Experience for Families (J.E.F.F.) Department changed its name to JFamily. JFamily's major programs now include Jewish Family Educators, community events, Berman Family Jewish Education Grants, PJ Library, SPARC (Single Parent and Resource Connection) and jbabydetroit!
- \$25,000 in Berman Grants for Jewish Family Education (JFE) was awarded for new and innovative JFE programming, family camp, and collaborative programming for the community.
- The P.J. Library program was able to grow to 1,700 subscriptions. Community "open space" PJ programming was implemented at: a PJ community concert, Menorah in the D, Detroit Institute of Arts, and Matzah Factory. PJ Library sends a Jewish book or CD to young Jewish children in our community on a monthly basis.
- SPARC created programs, connected families to community resources and developed a database of 385 single Jewish parents via a SPARC Facebook page, emails, referrals and face-to-face contact. Funding for this program was secured from the Berman Foundation, Jewish Women's Foundation and the Hermelin Davidson Center for Congregation Excellence.
- jbabydetroit! was developed in partnership with NEXTGen through a grant from the Hermelin Davidson Center for Congregation Excellence to engage expectant and new parents and connect them to the Detroit Jewish community. In its first year, jbabydetroit! graduated three cohorts of new parents from its prenatal classes, partnered with Jewish congregations, preschools and agencies offering new and promoting existing programs geared from newborn to two year olds, and developed a Facebook following of over 300 friends.
- The Opening the Doors Special Education Program served over 1,000 students with special needs in day, congregational and pre-schools. Opening the Doors received national recognition from Slingshot for its innovative work with special needs students.
- Opening the Doors, in collaboration with JARC, was awarded a three year grant from The Jewish Fund to implement SELC - Specialized Enhanced Learning Collaboration. Opening the Doors also received an endowment from the Dresner Family Foundation that will enable it to expand its services.

- FedEd, the Alliance’s Adult Jewish Education Department, saw a 20% increase in enrollment.
- Funded through a Hermelin Davidson grant, FedEd piloted Melton’s “Foundations of Jewish Family Living” to 86 parents of young children at eight congregations on Sunday mornings.
- FedEd developed two large unique community events. The two-session “In the Beginning: A Dialogue between Rabbi Joseph Krakoff and Archbishop Allen Vignorer on the Bible” was a sell-out at the Maple Theater with more than 300 people in attendance. “The Golden Dream” brought together 12 different organizations to engage the community in an informative and interactive symposium on Jewish immigration.
- 115 congregational teachers completed this year’s *Nirim* professional development program. These individuals completed at least 12 hours of continuing education, with a significant number of teachers completing 20 or more hours.
- All 9 CSI<sup>2</sup> (Congregation School Improvement Initiative) congregations completed their initial three years in the CSI<sup>2</sup> program. Specific work was implemented in the schools in the areas of organizational development, curriculum development, teacher training, and leadership development for school directors.
- Through funding from the Hermelin Davidson Center for Congregation Excellence, the Alliance implemented the following new programs (in addition to the ones described above):
  - A. Teacher Certification Classes for congregational educators (Introduction to the Classroom, Teaching Hebrew Prayer and Integrating Experiential Education Techniques in the Classroom).
  - B. Song Leader Boot Camp in collaboration with nationally acclaimed musician Rick Recht. The Boot Camp included a regional conference with 50 participants and ongoing training sessions.
  - C. Social Media Academy, presented by “Darim Online” provided eight Jewish early childhood programs with the sophisticated social media skills and strategies required to better communicate with and connect to today’s digital parents.
  - D. PeerCorps, a program to connect teen mentors with Bar/Bat Mitzvah students to create a more meaningful Mitzvah project. This project was implemented in partnership with Repair the World and local congregations.
- The Alliance conducted a study on metropolitan Detroit Jewish Teens. Study results were presented at a meeting of those involved in Jewish teen engagement and will now inform the work of a newly convened Federation Task Force on Jewish Teen Engagement.

## **Plans/Concerns/Issues for FY 2014-15**

- PJ Library will need to seek new funding in order to maintain and grow enrollment.
- The Alliance will pilot a new PJ Library initiative, “PJ Our Way,” for children ages 9-11 years.
- With all nine of its participating schools having completed the three year CSI<sup>2</sup> process, the Alliance will now work to ensure that the progress made in the preceding years is sustained. Congregational schools will be able to retain Alliance-funded facilitators in the areas of teacher training, professional development and organizational development, to a maximum of 100 hours per school during the year. An evaluation process will be developed and implemented to measure the impact of the CSI<sup>2</sup> initiative.
- The Alliance FedEd program will work towards implementing an on-line registration for adult education classes.
- Together with Federation’s Schulman Committee, the Alliance will work with the Task Force on Jewish Teen Engagement toward the goal of developing recommendations for increasing the number of Jewish teens involved in meaningful Jewish programming.
- Opening the Doors will work towards integrating expanded services and new programs funded through the Dresner Family endowment and Jewish Fund SELC grant into its on-going operations.
- The Alliance will work towards growing the following newer initiatives: SPARC, jbabydetroit!, Foundations of Jewish Family Living, Teacher Certification Courses, Song Leader Boot Camp and PeerCorps.

# An answer for those who need help.

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