



Budget & Allocations Report

FY 2016-2017
(June 1, 2016 - May 31, 2017)



Jewish Federation
OF METROPOLITAN DETROIT

Our **Mission**

The Jewish Federation of Metropolitan Detroit is the cornerstone of our Jewish community. We are committed to taking care of the needs of the Jewish people and building a strong and vibrant Jewish future in Detroit, in Israel and around the world.

We will:

- Strengthen **JEWISH IDENTITY**
- Build **JEWISH COMMUNITY**
- Grow **JEWISH PHILANTHROPY**





Here For Good is our newest theme. It's a reminder that we are here for today, for those needing help as well as those searching for connection. We're here for tomorrow, too, and we strive to ensure a bright and vibrant future for our children and all future generations.

With your support, Federation is **Here For Good.**

Planning and Allocations Steering Committee



We gratefully acknowledge the work and commitment of the members of the
FY 2015-16 Planning and Allocations Steering Committee (PASC).

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Planning and Allocations Steering Committee (PASC)

2016-17 Allocations

Stewart Weiner, Chairperson

Our Vision

The Jewish Federation of Metropolitan Detroit is the cornerstone of our Jewish community. We are committed to taking care of the needs of the Jewish people and building a strong and vibrant Jewish future in Detroit, in Israel and around the world. We will:

- Strengthen **JEWISH IDENTITY**
- Build **JEWISH COMMUNITY**
- Grow **JEWISH PHILANTHROPY**

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 70 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 to enter into Federation and many ways to contribute and participate in our vital work. Each person can choose to enter 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, 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 2016

Federation's 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 \$30.8 million for the Annual Campaign and \$3.3 million for the Audrey and William Farber Challenge Fund, a remarkable achievement. These funds will help us address our community priorities:

- Ensure that there is a safety net of services for those in need in our community, in Israel and in Jewish communities around the world.
- Provide a Jewish education for our children and a myriad of Jewish 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 with dignity.
- Support our community's infrastructure.
- Ensure and maintain 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 2015 to 12,450 donors. The goal is to increase the donor base to 12,750 this year. The focus will be not only on increasing the donor base, but also on retention.
2. **Providing Assistance to Jews in Need:** 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 684 individuals and families in crisis in our community with emergency financial assistance and case management.
 - b. Assisted Jewish Family Service to enable their Project Chessed staff, who have transitioned from their previous roles to serve as health care navigators in Macomb and Oakland counties, to help people with enrollment through the government Health Care Marketplace and Michigan's Medicaid system. A Russian speaking navigator is also available. More than 4,700 people attended 104 "navigation events" and 3,350 people were assisted outside of events.
 - c. Helped Jewish Senior Life and Jewish Family Service provide in-home support services to 700 older adults, enabling them to remain living at home.
 - d. Provided scholarship support for the day schools to help make a Jewish education possible for 1,700 students (69% of day school students) in need of financial assistance.
 - e. Provided the congregational schools with more than \$400,000 in scholarship support.
 - f. Helped the Jewish Community Center and Tamarack Camps provide approximately \$1.4 million in Jewish camp scholarships.

- g. Helped provide Jewish Family Service with staff to respond to intake calls from 5,243 separate individual community members in distress or just needing information.
 - h. Helped JVS provide employment services to more than 4,000 members of the Jewish community.
 - i. Helped Hebrew Free Loan to provide loans for living expenses, transportation, vocational training, educational expenses and additional vital needs. The agency currently has a total loan portfolio of more than \$9.15 million and 6,135+ individual loan accounts.
 - j. Helped the campus Hillels (Michigan State University Hillel, Michigan Hillel at the University of Michigan, Hillel of Metropolitan Detroit and the Hillel Campus Alliance of Michigan – HCAM) to serve 6,700+ Jewish students.
3. **NEXTGen Detroit:** To attract, retain and engage young Jewish adults in Metropolitan Detroit and connect them to Federation, we continue to invest in NEXTGen Detroit. Since its inception four years ago, NEXTGen Detroit has grown Federation’s young adult engagement from 1,500 to 5,000 participants and from 1,000 to 3,100 donors, while emerging as a national model studied and replicated across North America. Dozens of communities have visited Detroit to learn from its success. Significant accomplishments this past year include record numbers at major social/fundraising events: Latke Vodka and EPIC. More than 500 people recently attended EPIC, which raised over \$270,000, welcomed 81 new donors and saw a 30% gift for gift increase. More than 1,150 young adults attended Latke Vodka, making it the largest outreach event of the year.
4. **Centennial Fund:** Four 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 \$181 million has been pledged to the Centennial Fund. Although many gifts are testamentary, there are a number that are life time gifts and are currently providing funding for important community services. These funds are needed to secure the future of our local Jewish community and 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 and other vulnerable populations, including children and families at-risk.
 - b. **Jewish Identity and Education** - support for a progression of Jewish life 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 strong 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 were successful in increasing revenue for various agencies during FY 2015-16 by securing \$7,264,816 in grants, with an additional \$1.1 million in requests still pending. Since the grant writers began four years ago, their achievement is more than \$12.5 million on behalf of our agencies.

6. **I Volunteer Jewish Detroit:** The Federation's user-friendly Jewish community volunteer website, *I Volunteer Jewish Detroit*, is up and running. It is a collaboration of Federation's constituent agencies, Jewish organizations and congregations that utilize volunteers. *I Volunteer Jewish Detroit* matches individuals, families and groups with opportunities for hands-on meaningful involvement with a variety of Jewish non-profit organizations.
 - In the past 2 years, the site has expanded from 13 to 28 agencies and organizations.
 - 75% of those logging onto the site are first timers to a Federation website.
 - 71% of registrants return to the site.
 - There are currently 813 volunteer opportunities on the website.
 - Peak months for searching for volunteer opportunities are December, January, April and September.

These accomplishments 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.

Ensuring a Safety Net for Our Community

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 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.

The 2016 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 John Jacobs and Jason Klein, with the help of Dennis Bernard and Evan Weiner, previous GROC Co-Chairs, and in conjunction with Sandi Jones and Jon Smalley, Federation's lobbyists with Muchmore, Harrington, Smalley and Associates in Lansing. GROC continues its joint State government advocacy efforts with our Arab partners, ACCESS and ACC, to maintain the Line and hopefully increase it for FY 2017.

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' 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 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.

Planning Divisions

All constituent agencies are assigned to a Planning Division. This year, the Planning Divisions were restructured. Rather than three Planning Divisions, there are now two. The Community Services Division includes the social welfare and advocacy agencies: Hebrew Free Loan, Jewish Community Relations Council, Jewish Family Service, Jewish Senior Life and JVS.

The new Jewish Education and Identity (JEdI) Division integrates formal and informal Jewish education services for planning and allocations. JEdI serves as a platform for convening current and future stakeholders and funders of Jewish educational and identity experiences to learn from one another and explore ways to strengthen Jewish identity and continuity to ensure the future of the Jewish community.

The goal of the new Division is to engage more Jewish children, teens, and adults of all ages in meaningful Jewish experiences that enhance connections to Judaism and the Jewish community.

This Division includes the day schools, congregational schools, BBYO, Tamarack Camps, the Jewish Community Center, the campus Hillels and Federation's Education Services. It also brings together the leadership from the various funding sources for Jewish education and identity to share ideas and consider joint funding projects.

The Planning Divisions serve as the primary liaison between the Federation and constituent agencies. They provide program and fiscal oversight and help to ensure that Federation dollars are spent wisely and in accordance with the agency's mission, the purpose for which the dollars were allocated and sound fiscal management. This year we are pleased that Federation hired a Business Practices director to assist with this process.

In addition, the Planning Divisions address agency and communal issues that arise. The Planning Divisions also make recommendations for annual allocations to each local agency. They do this based on meetings over the course of the year with each of the agencies and a review of each agency's budget and financial statements.

When making local agency allocation recommendations, the Planning Divisions take into account the needs of the agencies in their Divisions in the context of community core impact areas and priorities. The Divisions view allocation decisions from a global/ communal perspective, not an individual agency perspective. They also ensure that allocation decisions, particularly if decreases are made, do not undermine the integrity of an agency's operations, mission and programs.

Allocations Impact Model (AIM)

As the central philanthropic organization in the Jewish community, it is important that the Federation demonstrates to its donors that the funds raised and allocated are having a significant positive impact in the community and that donor investments in our community are making a measurable difference.

This year, the Federation began implementation of an allocations impact model, which provides our agencies with measurement tools and a paid consultant to work with them to better demonstrate their impact. We anticipate that the agencies and Federation as well as the Jewish community at large will greatly benefit from this process. Federation will be the agencies' partner throughout. The impact-based allocation process:

1. Partners the agencies with the Planning Divisions and together they will help the agencies to build capacity and demonstrate their impact.
2. Will help the agencies develop better data about their programs, deliver greater benefits to those whom they serve, become more efficient, be better able to respond to grant opportunities, and raise more money because they can demonstrate their programs' value and impact to the community.
3. Will help Federation more effectively to tell its story to donors by highlighting not only what agencies are doing, but also by quantifying their impact. Donors will be able to more easily learn what difference their contributions are making in the community.
4. Will reward agencies with additional funding, when available, if they run quantifiable and impactful programs.
5. Will strengthen our agency accountability system.

Federation has engaged Professor Sue Ann Savas from the Curtis Center Program Evaluation Group at the University of Michigan to work with the agencies on this project, which started with training sessions for agency staff, Federation Planning Division leadership and PASC members in January. Currently, Professor Savas and her team are meeting individually with each agency and working with them to identify their metrics for FY 2016-17, which will be a pilot year. The AIM process will be reviewed annually for the first three years and modifications made as needed to ensure its success. Thereafter, it will be reviewed every two years.

The Jewish Community Center

During the 2014-2015 fiscal year, serious financial issues were discovered at the JCC that threatened the Center's viability. Leadership from Federation immediately appointed Financial Oversight and Futures Committees to understand the challenges and recommend appropriate solutions. Financial records were recreated, existing debt was reduced by almost \$4,000,000, business controls were put in place, staff adjustments were made and all JCC programs were evaluated according to mission and revenue criteria.

Federation and lay leadership continue to work to put the JCC on a sustainable long term path. This past year, in an effort to further reduce the JCC's annual loss, JPM ceased operations as a Center facility and it is in the process of being repurposed so that it can continue to serve the local community. Federation is working closely with an anonymous donor and a team of real estate professionals to develop an appropriate facility that offers fitness opportunities and office space for local agencies. In addition, and perhaps most importantly, now that the JCC is on more stable ground, control of the Center has been placed back in the hands of the JCC Board and its new Chief Executive Officer, Brian Siegel. Working together with lay leadership and representatives from the JCC Board, Federation helped run the search process that led to hiring Mr. Siegel.

The JCC continues to face financial pressure and requires additional funds to repair the West Bloomfield facility and for operating capital. This past year Federation provided the Center with community funding for HVAC units and a much needed communications system. Federation will continue working with JCC leadership to acquire the additional funding it needs to be successful over the long term. It also will lend its guidance and support, as it always has done, to forthcoming visioning and strategic planning processes.

Jewish Community Relations Council

In the new fiscal year, JCRC will launch an innovative partnership with AJC, which will strengthen the two organizations' shared mission: building bridges of understanding between the Jewish community and its neighbors, advocating for Israel, and protecting civil and religious rights for all. JCRC will be strengthened through increased funding (from AJC) and by receiving access to AJC resources and relationships that will enhance its community relations work.

JCRC's local interfaith outreach and Israel advocacy work will particularly benefit from this arrangement. The partnership, which will combine the leadership of JCRC and AJC Detroit, will also be a springboard for increased lay-leadership education and development, young leadership cultivation, and unprecedented access to international opportunities for the agency. JCRC will absorb key AJC Detroit programs such as diplomatic outreach initiatives, which will elevate the agency's stature and provide additional leadership engagement opportunities. Finally, the partnership will better equip JCRC for Federal legislative advocacy around issues of concern to the Jewish community such as those related to Israel.

Real Estate Centralization

Historically, the local Jewish community has migrated westward from Detroit, but that migration has ended in recent years and the community is remaining in its buildings and facilities longer than it ever has before. Given this, and the fact that some of our real estate, which has been managed by our agencies in past years, is in need of repair, Federation is centralizing property management and has taken on responsibility for managing the realty portfolio. This new model allows our agency executives to focus on their core missions, thereby reducing their management burden. It will also result in economies of scale and cost savings and will ensure our infrastructure is clean, safe and viable for many years to come.

In FY 2015-16, the Federation began transitioning its agencies to this new model and will continue in FY 2016-17 until the agencies are integrated. That transition includes analyzing each agency's real estate costs and ensuring they are budgeting appropriately, changing vendors where there are deficiencies, and correcting immediate cleanliness, health and safety concerns. Each agency is required to appropriately fund its real estate budget, which Federation's real estate team will help develop and manage in collaboration with the agency and with Newmark, Frank, Grubb and Ellis (Newmark), its partner on this project. A \$1,200,000 gift from the United Jewish Foundation covers Newmark's fees during the first two years of the program, with the agencies covering this cost in future years.

Federation and its planning and real estate teams are working collaboratively with our agencies to make their transition to our new real estate model as easy as possible. We are working with agency leaders to ensure the right long term real estate strategy and master plan.

Allocations Process

The FY 2016-17 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.

Allocations

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 **\$1,115,000** (\$725,000 from the Annual Campaign and \$390,000 from the Challenge Fund). These funds were divided as follows: \$465,000 for local agencies, \$200,000 for the Federation's operating budget, \$50,000 for Israel and Overseas, \$130,000 for the Capital Needs Fund, \$170,000 for National Agencies and \$100,000 for the Campaign Reserve. The increased parameters were due to a projected increase in the 2016 Campaign and the prior year's overachievement. Based on community priorities, the PASC determined overall Planning Division allocation parameters for FY 2016-17. 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 2016-17 of **\$34,324,000** are based upon the following assumptions:

- A 2016 Campaign achievement of **\$30,800,000** from the Annual Campaign plus **\$3,300,000** from Audrey and William Farber the Challenge Fund.
- A shrinkage factor of **(\$827,000)**. The percentage is 2.5% based on increased collections and the Finance Committee's recommendation.
- Prior year's overachievement of **\$1,000,000**.
- Prior year's unallocated overseas funds of **\$51,000**.

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 donors to the Challenge Fund.
2. **Challenge Fund Special Grants:** These grants are given to address 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.

Support for Agencies Beyond the Annual Campaign and Challenge Fund

The Annual Campaign and Challenge Fund are not the only support from Federation that our constituent agencies receive. Local agencies also receive significant 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.

In addition, beyond what it raises for local constituent agencies and other local community needs, Federation raises funds that impact the lives of thousands of Jews nationally, throughout Israel, in the former Soviet Union, and in 70 countries around the world.

(Please see Attachments V and VI following the Allocation Tables for additional Federation/Foundation support.)

Local Allocations

The PASC recommends an overall allocation of **\$23,436,097** (**\$20,648,697** from the Annual Campaign and **\$2,787,400** from the Challenge Fund) to support services and programs provided through 17 local agencies and Federation. Local allocations include:

1. **\$5,865,232** for Jewish Education and Identity.
2. **\$5,396,996** for Community Services (Advocacy and Aid to At-Risk Populations).
3. **\$12,173,869** for Additional Local Support to fund Federation's operating budget and additional support services for the agencies.

The above total allocations include **\$2,787,400** that will be distributed from the Challenge Fund to support our agencies' work and local emergency needs. The allocations include:

- **Donor Designations: \$716,900**
- **Challenge Fund Special Grants: \$461,975** for priority services to vulnerable populations and scholarship support for Jewish education and identity experiences
- **General Grants: \$1,608,525** prorated among the local agencies to support their vital programs and services benefitting our community members

There are two sets of Local Agency Allocation Tables. In Attachment III, the Challenge Fund distributions are aggregated in the Challenge Fund column (included are both Challenge Fund allocations from unrestricted, i.e. General and Special grants, and donor designated gifts) for each agency. In Attachment IV, the donor designated Challenge Fund allocations are omitted.

The Additional Local Support includes the following allocations:

1. **\$1,200,000** from the Annual Campaign and **\$250,000** from the Challenge Fund for the Capital Needs Reserve, which provides grants to local agencies for equipment replacements and facility repairs.
2. **\$225,100** for community security needs.
3. **\$4,000,000** 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 Federation an allocation for the amount of the rent collected. (There are no cash exchange implications.) This process creates greater financial transparency.
4. **\$6,498,769** 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 for FYE 5/31/16 of approximately \$46.04 million (as of 3/16) beyond the Annual Campaign to assist local agencies and programs.

National Allocations

\$1,822,373 is recommended to support Birthright Israel, 9 national agencies and JFNA's Education Unit, national central services and for Jewish Federations of North America's dues.

Israel and Overseas

The Israel and Overseas Committee (IOC) recommends **\$9,065,530** to support programs and services provided through the Federation's overseas agencies. From this amount **\$8,116,130** is from the 2016 Annual Campaign, **\$51,000** is from accumulated prior years' unspent allocated funds, and **\$380,000** donor designated and **\$50,000** undesignated contributions are through the Audrey and William Farber Family Challenge Fund. Also included is **\$468,400**, contributed from the Federation's Operating budget to support its Mission programs and exchanges, and its activities administered through its department offices in Detroit and in Jerusalem.

JFMD has historically played a leadership role in advocating on behalf of world Jewry and addressing the needs of Jews living in Israel and around the world. Detroit's global connection to world Jewry is one of its unique characteristics and one of its most attractive features to engage local participation in the Federation's work.

While it is true that Israel's economic conditions have improved in recent years, the rise in living standards has not been enjoyed by everyone. Israel has among the widest income inequality gaps from among the OECD countries. Although poverty rates have declined in recent years, 1 out of 5 Israeli families live below the poverty line, which is among the highest rates compared to other developed countries around the world. The peripheries of the country, where most of Detroit's funding is concentrated, are disproportionately affected. The increase in the cost of living has far exceeded the increase in wages, particularly in the areas of housing and purchasing food. And while the unemployment rate is relatively low at 5.4%, 1 in 5 working age Israelis are not part of the labor market.

Federation's overseas funding targets those who are most vulnerable, primarily the elderly, the disabled and other disenfranchised populations, like the Haredi and new immigrants. An increased focus over the past few years has been on creating a path to employment for the Haredi population, which makes up approximately 12% of the Israeli population, and together with Israeli Arabs, constitute the fastest growing portion of Israel's population. A new initiative supported this year is the American Joint Jewish Distribution Committee's (JDC's) Hanoch program, targeting young Haredi men, ages 17-22. Hanoch offers them additional education and vocational skills, allowing them to earn higher paying jobs with which they can support their families. The effort is not an attempt to detach them from a life of Torah study, but rather to integrate employment into their lives, helping them to break out of a cycle of poverty.

Federation's overseas funding also goes beyond Israel, to include other Jewish communities in Europe and the FSU. As an example, Federation's funding in Kiev provides home care, food support, medical care and winter relief to 19,000 elderly clients in Kiev. Also as part of its "core funding," given collectively with other Federations, our Federation serves over 150,000 older adults throughout the FSU. In addition, recent world events, such as the conflict in Ukraine with Russia and heightened anti-Semitism in Europe, have stimulated a need for greater world support, both long and short term.

An added dimension of Detroit's support in Israel is the potential for programs supported by the Federation to create opportunities for engaging Detroit participation. Those most prominent are Partnership 2Gether, the Israel Camper Program with Tamarack and the "Mifgash" (Israeli participants) on our Birthright and Teen Missions. Most recently, the IOC has focused on generating connections between Young Adults, both in our Partnership Region and over the last two years, in Lod. Until about 4 years ago, Lod, while located in the center of the country between Tel Aviv and Jerusalem, has long been troubled as a center of political corruption, crime and ethnic tension. Over the last few years, there has been a resurgence led by young adults, who motivated by their feelings of political justice, as well as their personal desires to find more affordable living conditions, have been moving to Lod and working to improve neighborhoods. This trend closely parallels what has been seen in the City of Detroit. The Federation is supporting a framework, "Better Together," which is organizing these groups and working together with a new mayor and the Lod municipality to address the needs of the city's multi-ethnic population, to re-vitalize neighborhoods and to create safe and productive outlets for children.

The Federation also always attempts to be strategic with its resources, creating partnerships with both the program providers, with local municipalities and with area residents. The Israeli government and its funding mechanisms are frequently bureaucratic and often politicized. Federation allocations are used to help fill the gaps and incubate new approaches, ultimately leading to systemic change. Examples in the past have included: PACT – Netanya, Haredi Employment, a Young Adult Center in Migdal Ha Emek, to name only a few

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

1. Grants should be coordinated with other government and private funding, with priority given to programs that leverage other funding support. While the amount varies from program to program, on average the Federation leverages an additional \$3 for every \$1 it allocates.
2. Funded programs must have a business plan, including an “exit strategy” for Detroit’s funding and a plan to sustain support once it ends. This year \$125,000 in funding has been sunset allowing the Federation to fund new initiatives.
3. Each program should have identified and measurable goals.

Campaign allocations are broken down into 3 categories, other than the Challenge Fund which has been designated by donors to support specific programs:

1. “Core allocations,” which are Detroit’s portion of its collective responsibility with all North American Federations to support basic overseas needs addressed through major overseas agencies: the Jewish Agency for Israel (JAFI), the American Joint Jewish Distribution Committee (JDC) and World ORT.
2. “Elective” programs, which are community designated projects.
3. The Federation’s Operating Budget, which in addition to funding its Israel and Overseas Department’s offices and programs, supported Missions and exchanges that involved over 700 participants this past year and which propose to engage another 900 in 2016-17.

ALLOCATIONS TABLES

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SUMMARY

**JEWISH FEDERATION OF METROPOLITAN DETROIT
PROPOSED CAMPAIGN AND CHALLENGE FUND ALLOCATIONS
FISCAL YEARS ENDING MAY 31, 2016 AND 2017**

	FYE MAY 31, 2016			FYE MAY 31, 2017				INCREASE (DECREASE)		
	2015 ANNUAL CAMPAIGN	2015 CHALLENGE FUND	2015 TOTAL	2016 ANNUAL CAMPAIGN	2016 CHALLENGE FUND	2016 TOTAL		ANNUAL CAMPAIGN	CHALLENGE FUND	TOTAL
CAMPAIGN ACHIEVEMENT										
ANNUAL CAMPAIGN AND CHALLENGE FUND	30,100,000	3,663,187	33,763,187	30,800,000	3,300,000	34,100,000		700,000	(363,187)	336,813
SHRINKAGE ALLOWANCE	(752,500)	(26,000)	(778,500)	(795,000)	(32,000)	(827,000)	1	(42,500)	(6,000)	(48,500)
PRIOR YEAR'S OVER-ACHIEVEMENT	550,000	-	550,000	1,000,000	-	1,000,000		450,000	-	450,000
PRIOR YEAR'S UNALLOCATED FUNDS (OVERSEAS)	8,000	-	8,000	51,000	-	51,000	2	43,000	-	43,000
TOTAL CAMPAIGN ACHIEVEMENT	29,905,500	3,637,187	33,542,687	31,056,000	3,268,000	34,324,000		1,150,500	(369,187)	781,313
CAMPAIGN ALLOCATIONS										
ISRAEL AND OVERSEAS (SEE ATTACHMENT I)	8,655,730	1,040,000	9,695,730	8,635,530	430,000	9,065,530	3	(20,200)	(610,000)	(630,200)
NATIONAL AGENCIES (SEE ATTACHMENT II)	1,445,648	3,200	1,448,848	1,771,773	50,600	1,822,373		326,125	47,400	373,525
LOCAL AGENCIES (SEE ATTACHMENT III)										
JEWISH EDUCATION and IDENTITY	4,540,460	1,246,142	5,786,602	4,735,500	1,129,732	5,865,232		195,040	(116,410)	78,630
COMMUNITY SERVICES	4,422,753	804,868	5,227,621	4,487,727	909,269	5,396,996		64,974	104,401	169,375
ADDITIONAL LOCAL SUPPORT	10,840,909	542,977	11,383,886	11,425,470	748,399	12,173,869	4	584,561	205,422	789,983
TOTAL LOCAL SUPPORT	19,804,122	2,593,987	22,398,109	20,648,697	2,787,400	23,436,097		844,575	193,413	1,037,988
TOTAL CAMPAIGN ALLOCATIONS	29,905,500	3,637,187	33,542,687	31,056,000	3,268,000	34,324,000		1,150,500	(369,187)	781,313

ATTACHMENT I - ISRAEL AND OVERSEAS
JEWISH FEDERATION OF METROPOLITAN DETROIT
PROPOSED CAMPAIGN AND CHALLENGE FUND ALLOCATIONS
FISCAL YEARS ENDING MAY 31, 2016 AND 2017

	FYE MAY 31, 2016			FYE MAY 31, 2017				INCREASE (DECREASE)		
	2015 ANNUAL CAMPAIGN	2015 CHALLENGE FUND	2015 TOTAL	2016 ANNUAL CAMPAIGN	2016 CHALLENGE FUND	2016 TOTAL		ANNUAL CAMPAIGN	CHALLENGE FUND	TOTAL
CORE ALLOCATIONS										
JAFI, JDC, and ORT	6,876,130	-	6,876,130	6,895,130	-	6,895,130		19,000	-	19,000
TOTAL CORE ALLOCATIONS	6,876,130	-	6,876,130	6,895,130	-	6,895,130		19,000	-	19,000
ELECTIVE ALLOCATIONS										
Partnership Together Central Galilee	635,000	-	635,000	757,000	-	757,000		122,000	-	122,000
P2G - Talma Bridge Grant	100,000	-	100,000	80,000	-	80,000		(20,000)	-	(20,000)
Municipal Intervention Partnership - Nazareth Illit	100,000	-	100,000	50,000	50,000	100,000		(50,000)	50,000	-
Haredi Employment Program	50,000	-	50,000	-	-	-	5	(50,000)	-	(50,000)
JDC Hanoch Haredi Employment Initiative	-	-	-	65,000	-	65,000		65,000	-	65,000
Kol Ami Mechina - Pre Military Academy	75,000	-	75,000	-	-	-		(75,000)	-	(75,000)
Youth Futures	25,000	-	25,000	25,000	-	25,000		-	-	-
Better Together - Lod	80,000	-	80,000	120,000	-	120,000	5	40,000	-	40,000
Critical Services - Kiev	175,000	-	175,000	175,000	-	175,000		-	-	-
TOTAL ELECTIVE ALLOCATIONS	1,240,000	-	1,240,000	1,272,000	50,000	1,322,000		32,000	50,000	82,000
ISRAEL AND OVERSEAS SERVICES	539,600	-	539,600	468,400	-	468,400	3	(71,200)	-	(71,200)
CHALLENGE FUND DESIGNATIONS	-	1,040,000	1,040,000	-	380,000	380,000	6	-	(660,000)	(660,000)
TOTAL ISRAEL AND OVERSEAS	8,655,730	1,040,000	9,695,730	8,635,530	430,000	9,065,530		(20,200)	(610,000)	(630,200)

ATTACHMENT II - NATIONAL AGENCIES
JEWISH FEDERATION OF METROPOLITAN DETROIT
PROPOSED CAMPAIGN AND CHALLENGE FUND ALLOCATIONS
FISCAL YEARS ENDING MAY 31, 2016 AND 2017

	FYE MAY 31, 2016			FYE MAY 31, 2017				INCREASE (DECREASE)		
	2015 ANNUAL CAMPAIGN	2015 CHALLENGE FUND	2015 TOTAL	2016 ANNUAL CAMPAIGN	2016 CHALLENGE FUND	2016 TOTAL		ANNUAL CAMPAIGN	CHALLENGE FUND	TOTAL
JFNA Dues	957,832	-	957,832	1,294,832	-	1,294,832	7	337,000	-	337,000
Birthright Israel	211,790	3,200	214,990	211,790	50,600	262,390		-	47,400	47,400
National Federation Alliance	239,605	-	239,605	239,605	-	239,605		-	-	-
Additional National Agencies										
American Jewish Committee	10,875	-	10,875	-	-	-	8	(10,875)	-	(10,875)
Anti-Defamation League	10,875	-	10,875	10,875	-	10,875		-	-	-
Total Additional National Agencies	21,750	-	21,750	10,875	-	10,875		(10,875)	-	(10,875)
National Central Services	14,671	-	14,671	14,671	-	14,671		-	-	-
TOTAL NATIONAL AGENCIES	1,445,648	3,200	1,448,848	1,771,773	50,600	1,822,373		326,125	47,400	373,525

ATTACHMENT III - LOCAL AGENCIES with Challenge Fund Allocations from both Unrestricted and Donor Designated Gifts

**JEWISH FEDERATION OF METROPOLITAN DETROIT
PROPOSED CAMPAIGN AND CHALLENGE FUND ALLOCATIONS
FISCAL YEARS ENDING MAY 31, 2016 AND 2017**

	FYE MAY 31, 2016			FYE MAY 31, 2017				INCREASE (DECREASE)		
	2015 ANNUAL CAMPAIGN	2015 CHALLENGE FUND	2015 TOTAL	2016 ANNUAL CAMPAIGN	2016 CHALLENGE FUND	2016 TOTAL	9	ANNUAL CAMPAIGN	CHALLENGE FUND	TOTAL
JEWISH EDUCATION & IDENTITY (JEEd)							10			
Akiva Hebrew Day School	363,340	104,382	467,722	382,828	103,664	486,492	11	19,488	(718)	18,770
Hillel Day School	495,580	114,824	610,404	566,320	118,287	684,607	11	70,740	3,463	74,203
Yeshiva Beth Yehudah	651,641	148,908	800,549	714,379	162,145	876,524	11	62,738	13,237	75,975
Yeshiva Gedolah	95,364	19,597	114,961	102,210	19,597	121,807	11	6,846	-	6,846
Yeshivas Darchei Torah	189,499	38,940	228,439	209,460	46,687	256,147	11	19,961	7,747	27,708
Congregational School Funding	373,516	76,755	450,271	373,516	76,755	450,271		-	-	-
BBYO	58,652	11,436	70,088	58,652	11,436	70,088		-	-	-
Fresh Air Society/Tamarack Camps	409,864	105,198	515,062	409,864	104,198	514,062		-	(1,000)	(1,000)
Hillel Foundations										
Hillel of Metro Detroit	140,709	27,477	168,186	140,709	32,477	173,186		-	5,000	5,000
MSU Hillel/Michigan Jewish Conference	191,782	33,108	224,890	191,782	33,108	224,890		-	-	-
HCAM	47,758	5,000	52,758	49,156	10,029	59,185		1,398	5,029	6,427
Michigan Hillel at University of Michigan	137,310	27,703	165,013	137,310	35,703	173,013		-	8,000	8,000
Jewish Community Center	1,275,445	532,814	1,808,259	1,289,314	375,646	1,664,960		13,869	(157,168)	(143,299)
Mission Subsidies	110,000	-	110,000	110,000	-	110,000		-	-	-
TOTAL JEWISH EDUCATION & IDENTITY	4,540,460	1,246,142	5,786,602	4,735,500	1,129,732	5,865,232		195,040	(116,410)	78,630

ATTACHMENT III - LOCAL AGENCIES with Challenge Fund Allocations from both Unrestricted and Donor Designated Gifts

**JEWISH FEDERATION OF METROPOLITAN DETROIT
PROPOSED CAMPAIGN AND CHALLENGE FUND ALLOCATIONS
FISCAL YEARS ENDING MAY 31, 2016 AND 2017**

	FYE MAY 31, 2016			FYE MAY 31, 2017				INCREASE (DECREASE)		
	2015 ANNUAL CAMPAIGN	2015 CHALLENGE FUND	2015 TOTAL	2016 ANNUAL CAMPAIGN	2016 CHALLENGE FUND	2016 TOTAL	9	ANNUAL CAMPAIGN	CHALLENGE FUND	TOTAL
COMMUNITY SERVICES (AID TO AT-RISK POPULATIONS)										
Hebrew Free Loan	108,731	22,042	130,773	108,731	22,042	130,773		-	-	-
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	277,246	54,737	331,983	12	10,875	-	10,875
Jewish Family Service	2,323,453	402,594	2,726,047	2,323,453	475,093	2,798,546	13	-	72,499	72,499
Jewish Senior Life	390,106	85,097	475,203	390,106	143,597	533,703	13	-	58,500	58,500
JVS	1,065,890	236,491	1,302,381	1,119,989	209,893	1,329,882	13	54,099	(26,598)	27,501
In-Home Support Services (JSL and JFS)	18,750	-	18,750	18,750	-	18,750		-	-	-
Foundation for Our Jewish Elderly	230,439	-	230,439	230,439	-	230,439	14	-	-	-
TOTAL COMMUNITY SERVICES	4,422,753	804,868	5,227,621	4,487,727	909,269	5,396,996		64,974	104,401	169,375
ADDITIONAL LOCAL SUPPORT										
Community Security Program	228,600	-	228,600	225,100	-	225,100		(3,500)	-	(3,500)
Other Direct Services	-	-	-	497,572	-	497,572	4	497,572	-	497,572
Agency Incentive Grants from Super Sunday	-	-	-	5,201	-	5,201		5,201	-	5,201
Community Development/Engagement	710,125	30,000	740,125	761,685	5,000	766,685	4	51,560	(25,000)	26,560
Community Development/Education	983,402	-	983,402	1,005,809	-	1,005,809	4	22,407	-	22,407
Strategic Planning and Partnerships	429,760	-	429,760	456,356	-	456,356	4	26,596	-	26,596
Support Services	1,869,114	-	1,869,114	1,545,679	-	1,545,679	15	(323,435)	-	(323,435)
Agency Support to Cover Rent for UJF Facilities	4,000,000	-	4,000,000	4,000,000	-	4,000,000	16	-	-	-
Campaign and Interest Expenses	88,068	-	88,068	105,568	-	105,568	17	17,500	-	17,500
Capital Needs Fund Grant	1,070,000	-	1,070,000	1,200,000	250,000	1,450,000		130,000	250,000	380,000
Agency Fund Guarantees and Loan Obligations	1,350,000	-	1,350,000	1,300,000	-	1,300,000	18	(50,000)	-	(50,000)
Campaign Reserve	-	-	-	-	100,000	100,000		-	100,000	100,000
Designations	111,840.00	512,977	624,817	322,500	393,399	715,899		210,660	(119,578)	91,082
TOTAL ADDITIONAL LOCAL SUPPORT	10,840,909	542,977	11,383,886	11,425,470	748,399	12,173,869		584,561	230,422	789,983
TOTAL LOCAL AGENCIES	19,804,122	2,593,987	22,398,109	20,648,697	2,787,400	23,436,097		844,575	193,413	1,037,988

ATTACHMENT IV - LOCAL AGENCIES without Challenge Fund Donor Designated Gifts

**JEWISH FEDERATION OF METROPOLITAN DETROIT
PROPOSED CAMPAIGN AND CHALLENGE FUND ALLOCATIONS
FISCAL YEARS ENDING MAY 31, 2016 AND 2017**

	FYE MAY 31, 2016			FYE MAY 31, 2017			9/a	INCREASE (DECREASE)		
	2015 ANNUAL CAMPAIGN	2015 CHALLENGE FUND	2015 TOTAL	2016 ANNUAL CAMPAIGN	2016 CHALLENGE FUND	2016 TOTAL		ANNUAL CAMPAIGN	CHALLENGE FUND	TOTAL
JEWISH EDUCATION & IDENTITY (JEdI)							10			
Akiva Hebrew Day School	363,340	73,664	437,004	382,828	73,664	456,492	11	19,488	0	19,488
Hillel Day School	495,580	99,824	595,404	566,320	108,287	674,607	11	70,740	8,463	79,203
Yeshiva Beth Yehudah	651,641	133,908	785,549	714,379	151,145	865,524	11	62,738	17,237	79,975
Yeshiva Gedolah	95,364	19,597	114,961	102,210	19,597	121,807	11	6,846	-	6,846
Yeshivas Darchei Torah	189,499	38,940	228,439	209,460	46,687	256,147	11	19,961	7,747	27,708
Congregational School Funding	373,516	76,755	450,271	373,516	76,755	450,271		-	-	-
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	88,198	498,062		-	5,000	5,000
Hillel Foundations										
Hillel of Metro Detroit	140,709	27,477	168,186	140,709	32,477	173,186		-	5,000	5,000
MSU Hillel/Michigan Jewish Conference	191,782	28,108	219,890	191,782	28,108	219,890		-	-	-
HCAM	47,758	-	47,758	49,156	10,029	59,185		1,398	10,029	11,427
Michigan Hillel at University of Michigan	137,310	27,703	165,013	137,310	35,703	173,013		-	8,000	8,000
Jewish Community Center	1,275,445	267,014	1,542,459	1,289,314	353,146	1,642,460		13,869	86,132	100,001
Mission Subsidies	110,000	-	110,000	110,000	0	110,000		-	-	-
TOTAL JEWISH EDUCATION & IDENTITY	4,540,460	887,624	5,428,084	4,735,500	1,035,232	5,770,732		195,040	147,608	342,648

ATTACHMENT IV - LOCAL AGENCIES without Challenge Fund Donor Designated Gifts
JEWISH FEDERATION OF METROPOLITAN DETROIT
PROPOSED CAMPAIGN AND CHALLENGE FUND ALLOCATIONS
FISCAL YEARS ENDING MAY 31, 2016 AND 2017

	FYE MAY 31, 2016			FYE MAY 31, 2017				INCREASE (DECREASE)		
	2015 ANNUAL CAMPAIGN	2015 CHALLENGE FUND	2015 TOTAL	2016 ANNUAL CAMPAIGN	2016 CHALLENGE FUND	2016 TOTAL	9/a	ANNUAL CAMPAIGN	CHALLENGE FUND	TOTAL
COMMUNITY SERVICES (AID TO AT-RISK POPULATIONS)										
Hebrew Free Loan	108,731	22,042	130,773	108,731	22,042	130,773		-	-	-
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	277,246	54,737	331,983	12	10,875	-	10,875
Jewish Family Service	2,323,453	397,594	2,721,047	2,323,453	437,594	2,761,047	13	-	40,000	40,000
Jewish Senior Life	390,106	79,097	469,203	390,106	109,097	499,203	13	-	30,000	30,000
JVS	1,065,890	231,491	1,297,381	1,119,989	207,392	1,327,381	13	54,099	(24,099)	30,000
In-Home Support Services (JSL and JFS)	18,750	-	18,750	18,750	-	18,750		-	-	-
Foundation for Our Jewish Elderly	230,439	-	230,439	230,439	-	230,439	14	-	-	-
TOTAL COMMUNITY SERVICES	4,422,753	788,868	5,211,621	4,487,727	834,769	5,322,496		64,974	45,901	110,875
ADDITIONAL LOCAL SUPPORT										
Community Security Program	228,600	-	228,600	225,100	-	225,100		(3,500)	-	(3,500)
Other Direct Services	-	-	-	497,572	-	497,572	4	497,572	-	497,572
Agency Incentive Grants from Super Sunday	-	-	-	5,201	-	5,201		5,201	-	5,201
Community Development/Engagement	710,125	-	710,125	761,685	-	761,685	4	51,560	-	51,560
Community Development/Education	983,402	-	983,402	1,005,809	-	1,005,809	4	22,407	-	22,407
Strategic Planning and Partnerships	429,760	-	429,760	456,356	-	456,356	4	26,596	-	26,596
Support Services	1,869,114	-	1,869,114	1,545,679	-	1,545,679	15	(323,435)	-	(323,435)
Agency Support to Cover Rent for UJF Facilities	4,000,000	-	4,000,000	4,000,000	-	4,000,000	16	-	-	-
Campaign and Interest Expenses	88,068	-	88,068	105,568	-	105,568	17	17,500	-	17,500
Capital Needs Fund Grant	1,070,000	-	1,070,000	1,200,000	-	1,200,000		130,000	-	130,000
Agency Fund Guarantees and Loan Obligations	1,350,000	-	1,350,000	1,300,000	-	1,300,000	18	(50,000)	-	(50,000)
Campaign Reserve	-	-	-	-	100,000	100,000		-	100,000	100,000
Designations	111,840.00	21,975	133,815	322,500	100,499	422,999		210,660	78,524	289,184
TOTAL ADDITIONAL LOCAL SUPPORT	10,840,909	21,975	10,862,884	11,425,470	200,499	11,625,969		584,561	178,524	763,085
TOTAL LOCAL AGENCIES	452,279	1,698,467	2,150,746	662,939	2,070,500	1,056,338		210,660	372,033	582,693

NOTES

1. Shrinkage allowance of 2.5%, determined by Federation's Finance Committee, based on pledges for Annual Campaign and Challenge Fund.
2. In 2009, the IOC created a contingency fund to be used to pay multiple year program commitments in the event of future allocation reductions and to help seed new programs. The \$51,000 allocated this year depletes the fund.
3. Amount contributed from Federation Operating Budget to operate Israel Offices in Detroit and Jerusalem.
4. Includes Federation's operating budget (support services and direct program costs) and other local support for agencies.
5. Funding changed based on prior year's arrangements with agencies.
6. Designated beneficiaries include specific JAFI, World ORT and JDC programs, Israeli Camper Program, Atidim, and Sheba Hospital.
7. Includes \$167,000 towards the JFNA dues obligation for FY 2015-16.
8. AJC allocation transferred to JCRC to help support the new partnership between JCRC and AJC.
9. All agencies received at least the same amount in their Campaign allocation for FY 2016-17 as in FY 2015-16.

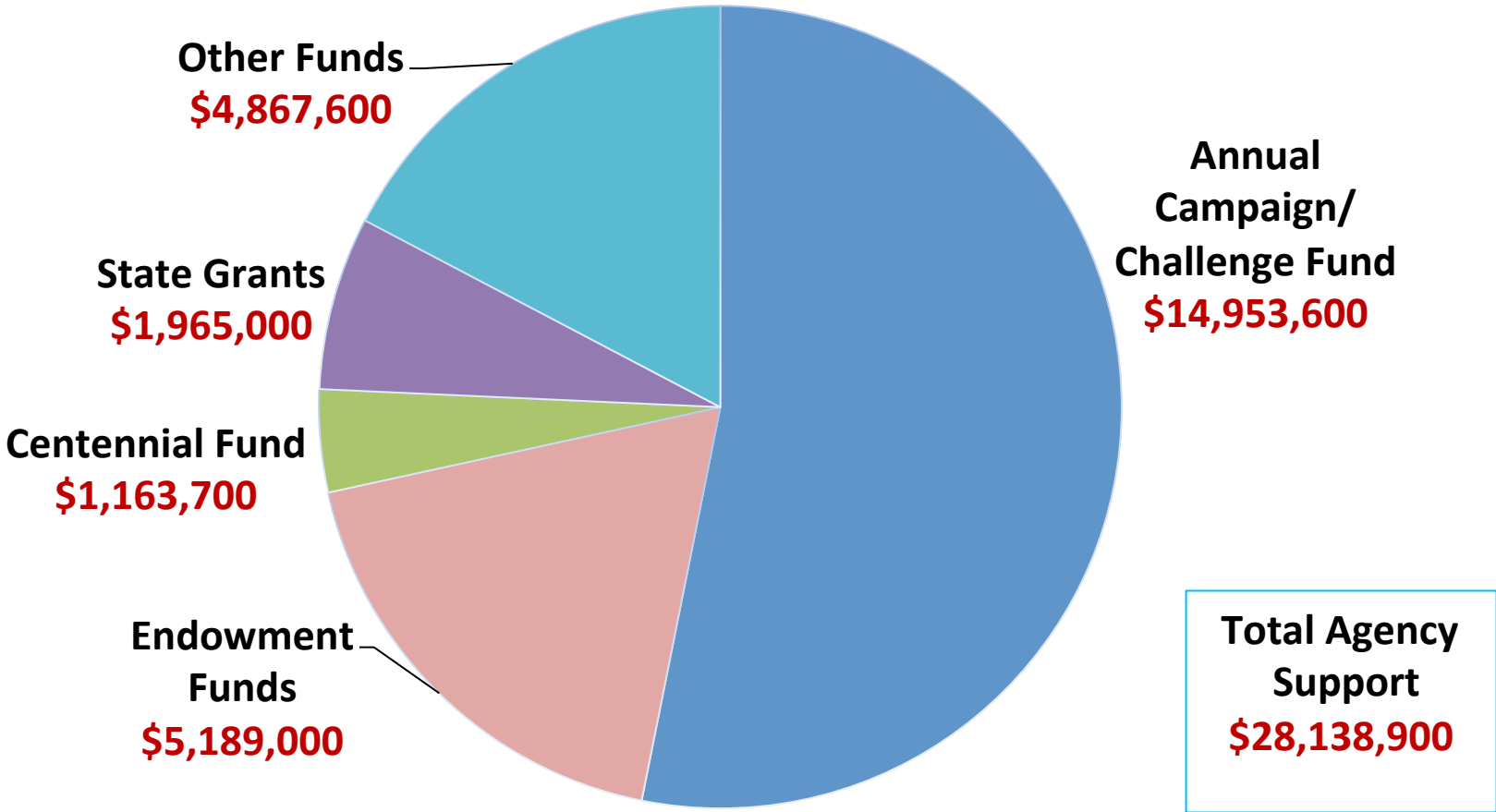
Allocations of Challenge Fund dollars for FY 2016-17 include:

- 1) Donor Designations given in accordance with the explicit instructions of the donors: \$716,900
- 2) General Grants given to the agencies historically as part of their Campaign Allocations: \$1,608,525
- 3) Special Grants given to address high priority needs that cannot be handled by the normal Campaign allocation: \$461,975. These include, among other distributions, \$100,000 to the JCC for CDC scholarships that had previously been funded by the Urgent Needs Fund, \$5,000 to Tamarack Camps for the Teen Mission and the allocations listed in item #13 below.

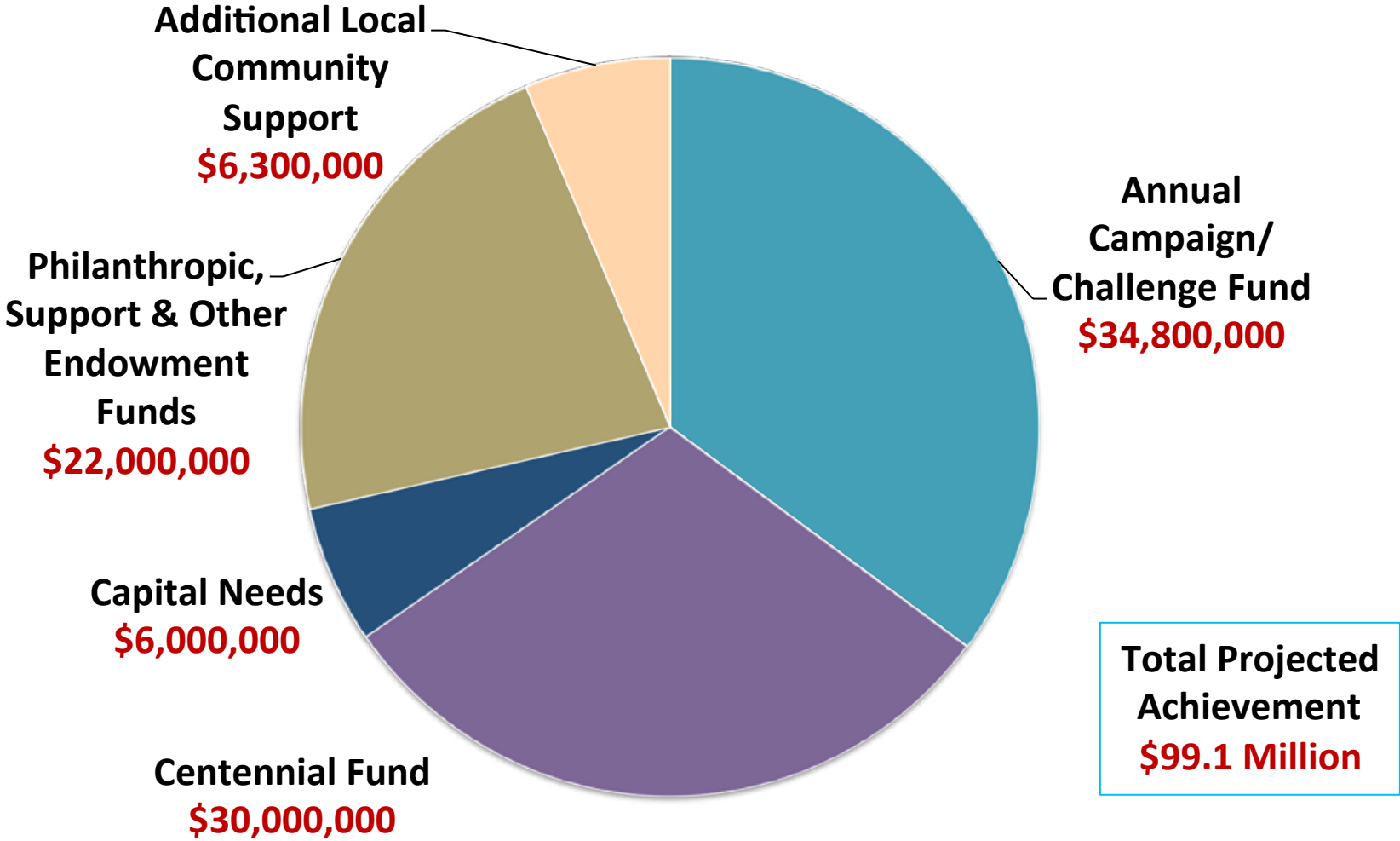
9/a. The Challenge Fund numbers on this table exclude donor designations.

10. Due to a generous contribution, Frankel Jewish Academy has been able to meet their financial strategic plan for FY 2016-17, allowing funds to be redirected toward vital community needs. Jewish Education and Identity previously included Federation's Alliance for Jewish Education. Federation's Jewish Education Services now fall under the purview of the JEdI Division, but the expenses are found in Additional Local Support as part of Community Development/Education & Engagement.
11. There is a \$213,220 one time allocation to the day schools to address a shortfall due to the reduction of a large grant for tuition assistance.
12. JCRC received the \$10,875 previously allocated to AJC to help support the new partnership between JCRC and AJC.
13. Includes \$40,000 to JFS for escorted transportation, \$30,000 to JSL for the Meals Program and \$30,000 to JVS for services to adults with disabilities.
14. Distribution to the Foundation for Our Jewish Elderly to support in-home support services, escorted transportation and adult day care.
15. Costs related to Federation/Foundation operating budget, net of management fees and direct income. These expenses support annual initiatives that helped raise \$46.04 million (as of March, 2016) in additional funds for local programs beyond the Annual Campaign, including (a) \$17,300,000 for Support Foundations and Philanthropic Funds, (b) \$28,400,000 for Restricted Funds and Planned Giving Vehicles, and (c) \$340,000 for PACE Funds.
16. 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. (There are no cash exchange implications.) This creates greater financial transparency.
17. Interest charges and costs related to credit card fees.
18. Net cost of fund guarantees and loan obligations supporting local agencies.

Attachment V
Total Federation/Foundation Support to Local Agencies
Projected for FY 2016-17



Attachment VI
**Summary of Projected Achievement Federation/
Foundation for FYE 5/31/2017**



Jewish Assistance NETWORK

An answer for those
who need help



The Jewish Assistance Network is a unique initiative that combines the strengths of Federation's agency partners, and other Jewish communal organizations, to provide a coordinated system of services for those in need. Since its founding in 2008, the Jewish Assistance Network has helped thousands of individuals and families successfully conquer life's challenges. With one simple phone call you can access a broad range of services to fit your specific needs.

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2

SIMPLE STEPS TO FINDING A
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Step 1.

Go to:
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our community volunteer
website and browse through
our listings of organizations
and activities.

Step 2.

Select volunteer
opportunities that
fit your interests
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