

INSTITUTIONAL OUTCOMES: GOALS, STRATEGIES AND RESULTS

GOAL #1: DEVELOP LEADERSHIP

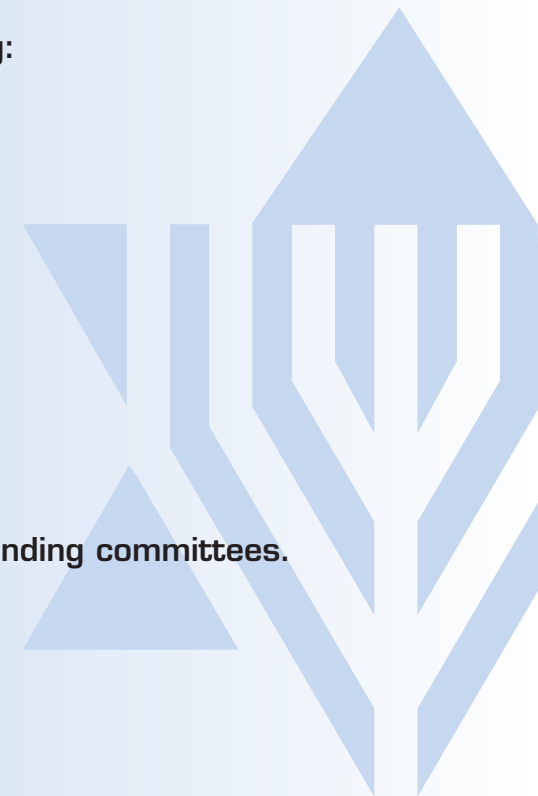
The Jewish United Fund of Metropolitan Chicago is devoted to grooming strong communal leaders to assure the vitality of Chicago's Jewish community now and in future generations.

Strategy: Extensive lay leadership involvement in committee work

2015 Results:

- 90 community leaders serve on the JUF Board of Directors, including:
 - 31 company presidents/managing directors/CEOS/principals
 - 15 attorneys
 - 33 investment/real estate/consulting executives
 - 3 physicians/health care/nursing home executives
 - 8 retail/marketing/manufacturing/construction executives
 - 4 insurance/environmental/energy consulting executives
 - 5 rabbis
 - 34 women

- 350 additional community members participate in the board's 30 standing committees.



Strategy: Young Leadership Division, Young Women's Board, Young Women's City Council, Young Professionals Committees, et. al.

2015 Results:

- 414 young professionals were engaged in a leadership capacity as members of the boards of the Young Leadership Division, Young Women's Board and Young Women's City Council, Young Professionals Committees, Chicago Birthright Trip Leadership, MASA Alumni Committee, and JCC Presentense, which in turn gained the participation of 6,361 individuals in 143 education, advocacy, fundraising and outreach events, setting them on the path to intensive Jewish involvement.

Strategy: Teen and College Leadership Initiatives

(Write-On For Israel, Voices: The Chicago Jewish Teen Foundation, Teen Leadership Awards, Lewis Summer Internships, et. al.)

2015 Results:

- 991 teens furthered their connection and engagement in Chicago's Jewish community through leadership roles in local JUF-supported programming.
- 56 participants from 10 area high schools engaged in Write-On For Israel, an intensive, two year Israel advocacy training program for high school upperclassmen. Over the nine years since its inception, 300 Write-On alumni have gone on to become JCRC/Hillel Israel Interns, Lewis Summer Interns, camp counselors and vocal pro-Israel campus activists.
- 38 local college students participated in an intensive, eight-week work/study internship program in Chicago Jewish Communal Service, working for agencies and/or departments of the Jewish United Fund of Metropolitan Chicago.

GOAL #2: GROW RESOURCES

An unprecedented number of people in our local and global Jewish communities need assistance for basic human needs. The only way to fully meet these increasing needs is to grow available resources throughout the JUF network of agencies.

Strategy: Sustain and grow a strong, community-wide JUF Annual Campaign

2015 Results:

Campaign Total: \$83,122,764 compared to \$82,097,228 in 2014

Number of Donors: 30,814 compared to 31,305 in 2014

Strategy: Sustain and grow funding and sponsorships from Corporate Partners

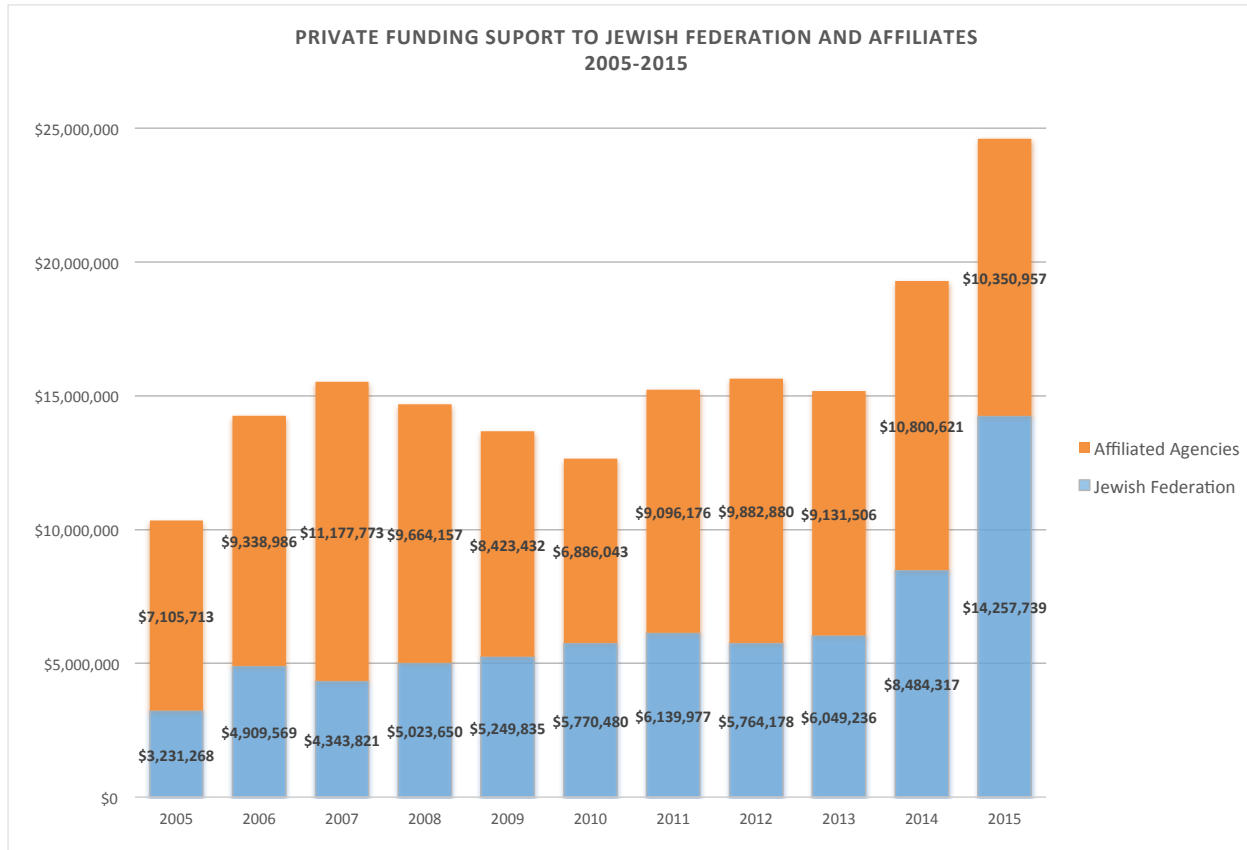
2015 Results:

\$1,374,408 raised from 240 corporate sponsors, compared to \$1,242,420 raised from 265 corporate sponsors in 2014.



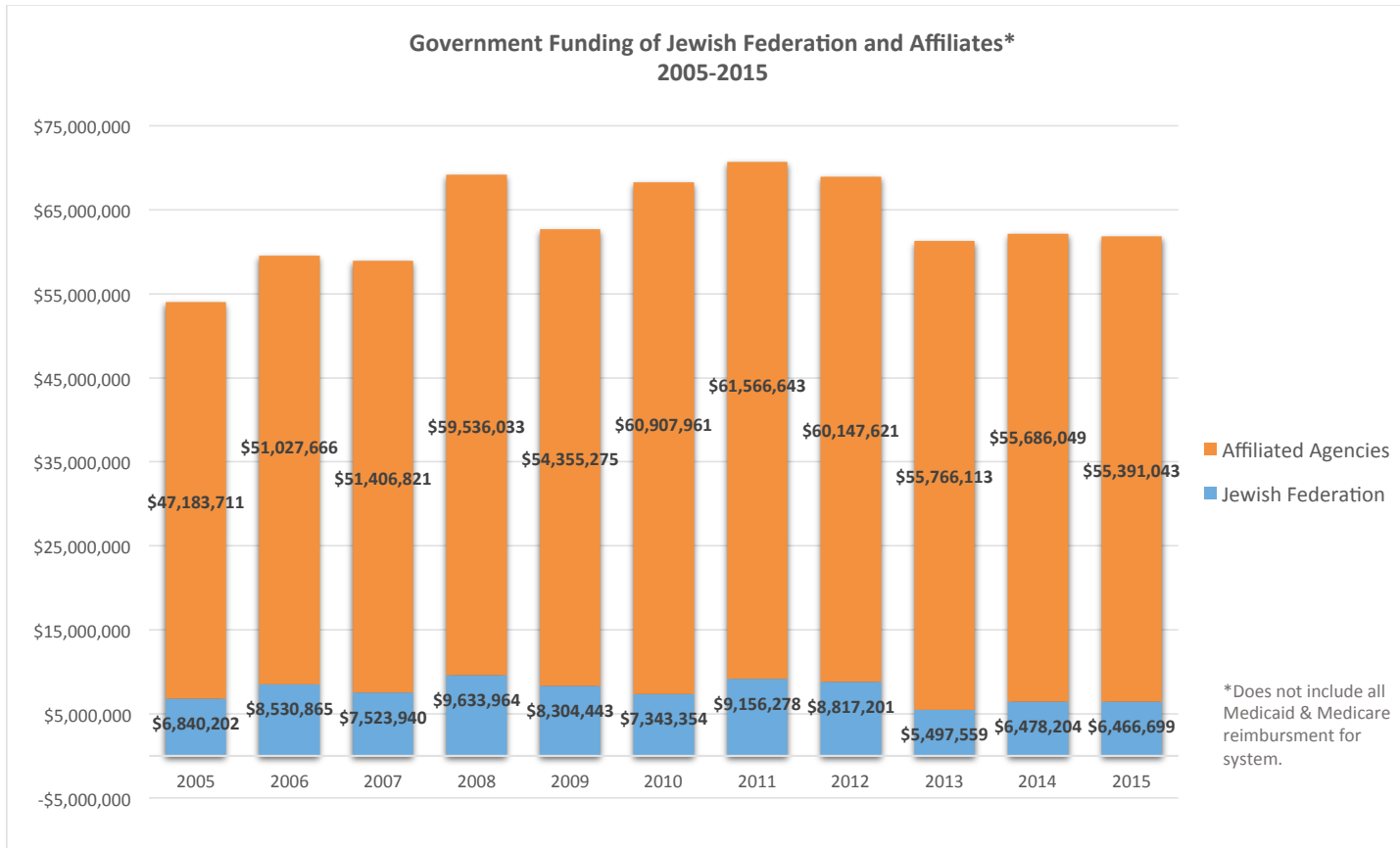
Strategy: Sustain and grow funding from private foundations

2015 Results:



Strategy: Sustain and grow funding from public sources

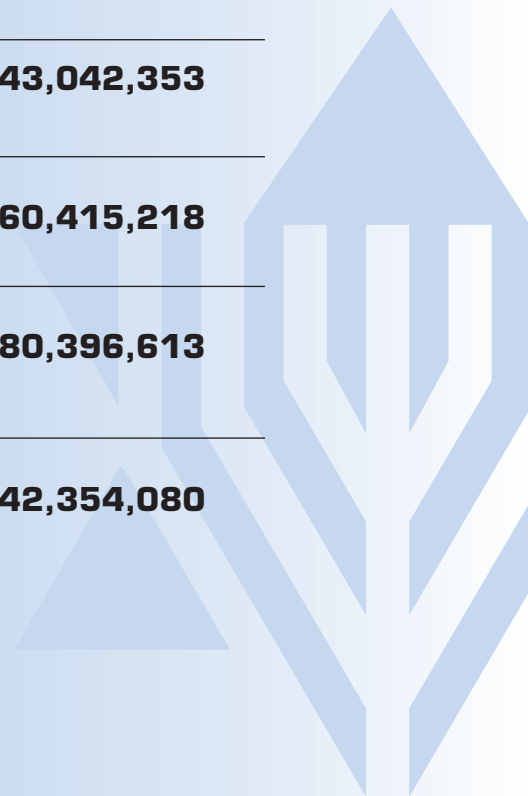
2015 Results:



Strategy: Sustain and grow capital and endowment gifts through The Centennial Campaign
 (The Legacy Fund, Campaign Continuity Funds, LOJE, agency endowments and Jewish Day School
 Guaranty Trust Fund)

2015 Results:

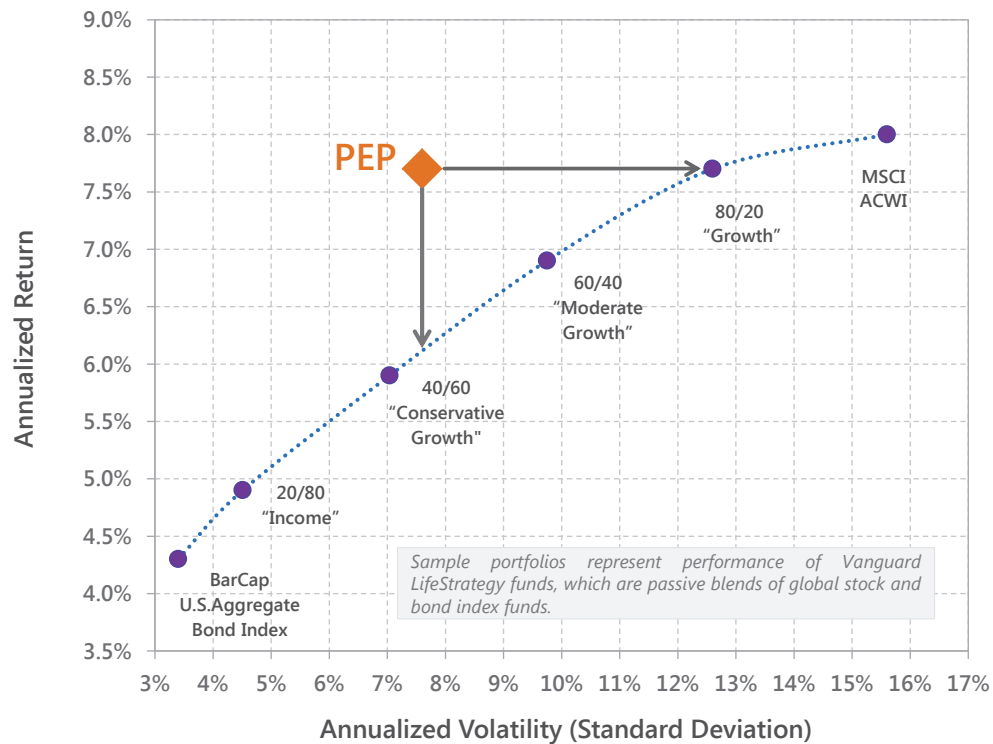
Type of Gift	2015	Gift Amount	Total Gifts	Gift Amount
Bequest Intentions/ Revocable Planned Gifts	21	\$5,099,000	447	\$158,449,896
Irrevocable Planned & Dedicated Gifts	3	\$5,037,769	368	\$143,042,353
Matured Estate Gifts	41	\$15,533,048	904	\$160,415,218
Outright Current Pledge/Gift	200	\$31,438,653	3,145	\$280,396,613
Total	265	\$57,158,470	4,827	\$742,354,080



Strategy: Sustain and grow income from investments

2015 Results:

Historical Returns vs. Volatility: Jan 2003 – Present



GOAL #3: COST EFFICIENCY

With combined fund raising expenses of only 4% of total income, we offer a return on investment you can trust — at a time of great economic challenge. JUF/Federation's leadership role and centralized support services for our network of Jewish communal agencies offer tremendous cost-efficiencies.

- Strategy:** **Joint Insurance Purchasing Program**
(property, liability, unemployment comp, workers comp)
- 2015 Results:** Approximately \$180,000 aggregate savings
- Strategy:** **Joint Purchasing** (office supplies, IT equipment)
- 2015 Results:** \$70,000 aggregate savings
- Strategy:** **Common Server Group**
(comprehensive IT systems, services and support, including hardware and software)
- 2015 Results:** Approximately \$1.5-\$2 million aggregate savings
- Strategy:** **Facilities Management and Maintenance**
(acquisition/sales, construction/rehab, building operations, utilities & management)
- 2015 Results:** Approximately \$1.1 million aggregate savings
- Strategy:** **Facilities Master Contracts**
(utilities, lawn care, snow removal, maintenance, waste hauling, etc.)
- 2015 Results:** \$820,000 aggregate savings
- Strategy:** **Borrowing, Loans and Loan Guarantees**
(taxable and tax-exempt borrowing and Central Banking & Treasury functions)
- 2015 Results:** Approximately \$2.3 million aggregate savings
- Strategy:** **Joint Funding/Operation of Government Relations Offices**
(9 cooperating JUF agencies invest in one government relations program that works to protect and strategically expand the \$432 million in government grants and contacts our system relies on to stretch philanthropic dollars further.)
- 2015 Results:** Approximately \$3.5 million in aggregate savings.
- Strategy:** **Pooled Investment Portfolio** (centralized system-wide investments and money management]
- 2015 Results:** Approximately \$150,000 in aggregate savings. (Note: We estimate that over the past decade, higher investment returns resulting from greater economies of scale and access to superior opportunities also has resulted in approximately \$10 million of incremental asset growth.)

GOAL #4: BUILD COMMUNITY AND ISRAEL SOLIDARITY

JUF is devoted to Jewish community-building and continuity. We encourage wide-ranging participation in Jewish community, seeking to engage people in Jewish life from across the spectrum of observance. Another fundamental institutional priority is supporting the State of Israel. In addition to devoting resources to humanitarian programs for Israelis in need, JUF advocates for the Jewish State in the public square, in the halls of power, in the media, and on college campuses.

Strategy: **Israel-Related Advocacy and Education** (JUF's Jewish Community Relations Council (JCRC) and its Israel Education Center, Israel Experience Programs, JUF Birthright Israel, Israel Solidarity Day, Israel Action Network, Iran Initiative, Shafton Israel Institute and Partnership Together)

2015 Results:

- Played a key role in the new national Israel Action Network, which is serving as a rapid-response team to help Jewish communities throughout North America fight anti-Israel boycott, divestment and sanctions campaigns.
- 3,798 college students engaged in Jewish life on Illinois college campuses, raising their awareness of Jewish values, knowledge of Israel and commitment to the greater Jewish community.
- 4,608 youth gained knowledge and skills to better articulate support for Israel, and deepened their understanding of Israeli culture, history and current events, through JUF-supported programs.
- 1,894 Jewish young adults went on free trips to Israel courtesy of JUF Birthright Israel, strengthening their connection to the Jewish homeland.



- 858 youth and young adults received JUF-supported scholarships and subsidies that helped them afford pivotal educational experiences in Israel.
- 4,744 students, parents and community members attended pro-Israel college events and Israel advocacy programs through JUF's Israel Education Center and Hillel.
- On 16 major campuses statewide, the Israel Education Center partners with other religious, ethnic and cultural groups to present pro-Israel programming. (Note: Since 2001, the Israel Initiative has employed more than 140 Interns who have facilitated 700 programs attended by thousands of Jewish and non-Jewish students and faculty.)
- 4 major Illinois universities now have flourishing Israel Studies programs, established in partnership with JUF and exposing both Jewish and non-Jewish students to the true breadth and depth of Israel's contributions to technology, science, culture and society.
- 56 participants from 10 area high schools engaged in Write-On For Israel, an intensive, two-year Israel advocacy training program for high school upperclassmen. Over the nine years since its inception, more than 300 Write-On alumni have gone on to become JCRC/Hillel Israel Interns, Lewis Summer Interns, camp counselors and vocal pro-Israel campus activists.

Strategy: Hands-on Volunteerism

[TOV Volunteer Network, Hillel, TOV MTV, Camp TOV, et. al.]

2015 Results:

- 13,881 community members of all ages volunteered their time through JUF's TOV Volunteer Network and JUF agencies, providing hands-on assistance at both Jewish and secular community institutions in projects that ranged from serving meals to people in need to tutoring at-risk children.
- 450 teens made a difference in the lives of poor Jews, seniors and people with disabilities through JUF-sponsored service learning and volunteer projects.
- 220 teens participated in J-Serve, the international day of Jewish youth service.

Strategy: JUF Young Families (jBaby Chicago, PJ Library, Book Buddies, JUF Right Start)

2015 Results:

- 6,942 families with young children received free Jewish books and music each month through JUF's PJ Library program.
- 978 Jewish families with 1,430 young children participated in JUF Young Families programs, exploring Jewish life and connecting to other Jewish families through arts & crafts, storytelling and holiday celebrations in public venues.
- 1,200 Russian-speaking young families and professionals were engaged in special Jewish programming, including 50 new young families.

- 687 families received \$1,000 - \$2,000 JUF Right Start gift vouchers and other subsidies towards tuition at a Jewish early childhood program.
- 499 new parents received jBaby Chicago “swag bags”, which included free Jewish books among its offerings of welcome to Jewish newborns.

Strategy: Teen Services (Camp TOV, TOV MTV, Israel Experience, Voices, et.al.)

2015 Results:

- 450 teens and college students made a difference in the lives of poor Jews, seniors and people with disabilities through JUF-sponsored volunteer service.
- 858 youth and young adults received JUF-supported scholarships and subsidies that helped them afford pivotal educational experiences in Israel.
- 991 teens furthered their connection and engagement in Chicago’s Jewish community through leadership roles in local JUF-supported programming.
- 220 teens participated in J-Serve, the international day of Jewish youth service.

Strategy: Young Adults (Hillel, YLD, Young Business Professionals, Young Women's Board, Young Women's City Council, Russian Jewish Division, Oy!Chicago, et. al.]

2015 Results:

- 3,798 college students engaged in Jewish life on Illinois college campuses, raising their awareness of Jewish values, knowledge of Israel and commitment to the greater Jewish community.
- 414 young professionals were engaged in a leadership capacity as members of the boards of the Young Leadership Division, Young Women's Board, Young Women's City Council, Young Professionals Committees, Chicago Birthright Trip Leaders, MASA Alumni Committee and JCC Presentense, which in turn gained the participation of 6,361 individuals in 143 education, advocacy, fundraising and outreach events, setting them on the path to intensive Jewish involvement.
- 1,632 young business professionals attended 11 events focused on engaging the next generation of businessmen and businesswomen.
- 1,200 Russian-speaking young professionals and families were engaged in special Jewish programming—including 375 Russian-speaking Jewish young professionals who came to 20 customized events to connect with each other, with the broader established Jewish community, and with their own Jewish identity.
- 82,223 unique visitors came to Oy!Chicago, the outreach blog for unaffiliated local twenty- and thirty-somethings.

GOAL #5: SUSTAIN COMMUNAL SERVICES TO MEET URGENT & EVOLVING NEEDS

JUF mobilizes the critical resources that provide food, refuge, health care, education and emergency assistance to 300,000 Chicagoans of all faiths who are in need. We fund a network of nearly 70 agencies and programs that care for people at every stage of life, regardless of the ability to pay, giving help and hope to the most vulnerable people in our midst.

Strategy: Allocations Process in support of Human Services & Jewish Continuity

(includes Core Allocations, Breakthrough Fund Grants and Interagency Programs, such as Holocaust Community Services)

2015 Results:

- 543,291 meals, food bags and groceries were delivered to needy local Jews.
- 2,759 households received \$3.3 million in emergency financial assistance to pay for housing, healthcare and other critical expenses.
- 581 workers secured paid jobs.
- 3,201 people received assistance applying for public benefits.
- 3,332 people received career and/or financial counseling.
- 43,362 individuals received free or highly-subsidized mental and physical healthcare.
- 275 people were placed into more affordable, stable housing.
- 160 new and existing small business entrepreneurs got help to launch or expand their businesses, creating 106 new jobs.



- 3,206 seniors received services enabling them to stay in their homes.
- 1,192 patients received free, life-preserving prescription medication.
- 570 low-income families received free or subsidized legal assistance.
- 1,475 special needs children and their families received intensive therapies.
- 23,951 children and youth engaged in Jewish learning and built stronger Jewish identities through formal and informal Jewish educational experiences.
- 3,001 students — 72% of those enrolled — received tuition financial assistance at 15 local Jewish day schools.
- 1,410 children received \$1.1 million in scholarships for JCC camping.
- 687 families received \$1.6 million subsidies or financial assistance for Jewish early childhood education.
- 892 Holocaust survivors maximized their independence through in-home services, emergency financial assistance, group support, advocacy and socialization.
- 544 people in need received free dental care.

