

United
Hebrew
Congregation

2011 Strategic Plan

Hospitality, Engagement, Community,
Sustainability

Planning Process

In 2010, United Hebrew Congregation engaged in a strategic planning process. The process had four stages as described below:

- Diagnostic – evaluating UH’s current condition and environment
- Planning – establishing a shared vision for UH’s future
- Action Planning – determining the specifics of how UH achieves its goals
- Commitment – committing to the plan and agreeing on a process for keeping score

Collaborative Strategies, Inc. facilitated the planning process and organized the 15-person planning team listed below:

Fran Balk	Sue Koblin
Lynda Baris	Marty Oberman
Ed Becker	Dan Raskas, co-chair
Cantor Ron Eichaker	Rabbi Brigitte Rosenberg
J.J. Flotken	Brad Snitzer
Lexie Goldsmith	Rich Wieder
Bob Gummers	Mark Witzling, co-chair
Rabbi Howard Kaplansky	

Collaborative Strategies facilitated an extensive diagnostic process that grounded the strategic plan in the reality of United Hebrew’s current situation. Quantitative analysis covered the organization’s financial, membership, and program trends. Qualitatively, CSI interviewed board, clergy and staff, and incorporated congregation focus group findings. Please see the appendix for a summary of diagnostic analyses.

The planning team held two half-day meetings to review diagnostic findings and create the overarching planning deliverables – mission, vision and strategic priorities. Then the team divided into smaller groups to work on project plans for each of the five strategic priorities. Additional constituents joined the action planning teams to promote an inclusive process and engage appropriate subject matter experts.

Planning Deliverables

Mission Statement

The planning team proposed the following mission for UH:

Mission Statement

United Hebrew Congregation serves the Jewish community of St. Louis as a place of worship and learning, with a welcoming community united in the common Judaic spirit of Reform Judaism.

Purpose

The purpose of United Hebrew Congregation is to provide a מקום (*makom*) place, a קהילה (*kehillah*) community and the רוח (*ruach*) spirit of Reform Judaism to the individuals and families we serve.

It is our aim...

נ To be a מקום (*makom*) place of Jewish worship, learning and assembly; a gathering place to promote the spiritual and educational welfare of our members.

ק To be a caring inclusive קהילה (*kehillah*) community, designed to welcome individuals and families of various Jewish lifestyles, family structures and needs.

ר To be united in the common רוח (*ruach*) spirit of Reform Judaism, inspired to further our spiritual growth individually and communally.

מקור Through God, our מקור (*makor*) Source of being, we pray that we may continue our proud history of living, thriving and growing from strength to strength and from generation to generation.

Vision 2015

The next deliverable is the vision. Vision is defined as an *intentionally created shared picture of a desired future*. It is a concrete picture of the accomplishments United Hebrew seeks to obtain by 2015. The ultimate goals are in the *Outcomes* quadrant. That quadrant is driven by the *Programs & Services* quadrant, which in turn is driven by *Capacity* and finally the *Financials*. Success requires execution on all four fronts.

Outcomes

- Retention and engagement have increased in response to leadership's overarching philosophy of proactive and personal membership engagement.
- UH's unique reputation is well-known: history and stability balanced with vitality and innovation.
- Barring a merger, the congregation has approximately 1100 family units in 2015.
- Any merger/realignment will preserve UH's mission and identity and be compelling economically (short- and long-term).
- UH's education programs effectively build and enhance Jewish identity in our community.

Programs & Services

- Without sacrificing community-building, UH programs (including schools) are not confined to its campus. We "meet members where they are."
- Education programs are engaging, effective, well-run and full. Parents and clergy are very involved.
- UH actively collaborates with other organizations where it makes sense programmatically and economically. These may become avenues to greater alignment and/or merger.

Capacity

- UH effectively leverages technology in all that it does, especially in communicating with members.
- Our structure enables staff, clergy and lay leadership to be adept at creatively responding to resource constraints and leveraging volunteers.
- Board members actively demonstrate leadership in all aspects of congregation life.
- The facility has been selectively updated to improve the member experience.

Financial

- The congregation has broken even by 2014 without excessively tapping the endowment (<5% draw).
- Our infrastructure is "right-sized" to deliver our mission in a sustainable way for the foreseeable future.
- Revenue *per member* has risen as a result of greater member engagement.
- We have added \$3 million to the endowment through contributions and earnings.

Strategic Priorities

To begin working towards its vision, UH must adopt a new set of priorities. “Priorities” implies focus – so there can only be a handful of true “priorities.” The planning team selected the following five areas:

1. Reshape the congregant experience using the principles of “radical hospitality” to foster deeper relationships between members and greater relevance in their lives. Apply a holistic approach to making members feel welcome that pervades all aspects of congregation life.
2. Further infuse worship with passion, creativity and authenticity with the goal of increasing/fostering communal participation and depth of spiritual engagement.
3. Provide a compelling array of programs for congregants that effectively promote growth in faith and community.
4. Prepare for and actively seek opportunities to collaborate with other community institutions in ways that enrich the congregant experience, preserve UH mission & identity, and make optimal use of resources.
5. Ensure UH’s internal “capacity” provides a platform for effectively executing the other strategic planning priorities. At the same time, ensure the financial sustainability of the congregation by aligning its cost structure with revenue trends.

Action Plans

Small teams met in the late summer and fall of 2010 to develop action plans for each priority. Each plan covers the required tasks for the priority plus corresponding timelines, responsible parties and metrics.

Radical Hospitality	Worship	Programs	Collaborations	Structure
Lexie Goldsmith	Leslie Yoffie	Steve Malter	Brad Snitzer	Lynda Baris
Fran Balk	Sheryl Bauer	Ellen Alper	JJ Flotken	Sheryl Bauer
JJ Flotken	Cantor Ron Eichaker	Allison Collins	Bob Gummers	Ed Becker
Marnie Komen	Paul Friedman	Elayne Grossberg	Sue Koblin	Ron Gieseke
Lori Lander	Rabbi Howard Kaplansky	Bob Gummers	Jerry Sincoff	Steve Guller
Randi Poscover	Rabbi Brigitte Rosenberg	Elisa Mondschein	Ted Krazier	Marty Oberman
Laurie Reitman	Rich Wieder	Ken Schwartz	Rich Wieder	Dan Raskas
		Anita Schwartz		Rabbi Brigitte Rosenberg
		Steve Toybes		Mark Witzling
		Sallie Wallis		

Names in bold were team captains.

UH's board will review progress against the strategic plan quarterly in 2011 and then semi-annually afterwards.

STATEMENT OF ACTION, OPPORTUNITY OR INITIATIVE:

Reshape the congregant experience using the principles of “radical hospitality” to foster deeper relationships between members and greater relevance in their lives.

ACTIVITIES:	BY WHEN?	WHO?
New/Prospective Member Experience		
<ol style="list-style-type: none"> 1. Revamp our recruiting and new-member-welcoming processes to make powerful, positive first impressions. <ol style="list-style-type: none"> a. Proactively offer prospective members facilities tours, ideally when the building is active. b. Update the new member welcoming. c. Have one of our clergy meet with every new member to learn their backgrounds and help them quickly get connected in the congregation. d. Give new members free tickets to UH events to get them acclimated 	3Q 2011	Membership committee
<ol style="list-style-type: none"> 2. Train all staff on customer relations so that they can provide great first impressions for prospective members and current members. 	3Q 2011	Executive Director
'Casual Member' Experience		
<ol style="list-style-type: none"> 3. Be vigilant for opportunities to show members how much they are valued at UH. <ol style="list-style-type: none"> a. Make an annual habit of the board calling all members to let them know how much we value their participation. b. Help staff recognize members so they can be called by name (<i>maybe a pictorial directory</i>) c. Help (via training) leaders of auxiliaries and other volunteer groups develop good practices for attracting and keeping members (e.g. calling group members, thanking group members, advertising new events, etc.). 	4Q 2011	Director of Development Executive Director Membership committee
<ol style="list-style-type: none"> 4. Encourage the clergy to ‘meet members where they are.’ <ol style="list-style-type: none"> a. Have clergy offer short weekly/daily Torah ‘snippets’ via social media tools (i.e. Facebook, Twitter, etc.) b. Consider having clergy periodically convene informal lunch or breakfast gatherings in convenient work locations such as downtown or Clayton. 	3Q 2011	Clergy Rabbi Educator
Worship Service Experience		
<ol style="list-style-type: none"> 5. Have clergy proactively greeting congregants at the 	2Q 2011	Clergy

beginning of the service and/or at the end of the service (out by the doors, not at the bima).		
6. Explore more skyping/video-conferencing of life-cycle events (may require equipment investment).	4Q 2011	Cantor
7. Explore ways to make High Holiday services more welcoming <ul style="list-style-type: none"> a. Could we eliminate the need for tickets? b. Could we add an open service? c. Have a parting gift/token for participants as they leave 	4Q 2011	Board Officers
Family Experience		
8. Consider starting a PTO for the religious school. <ul style="list-style-type: none"> a. Charge the PTO with fundraising, facilitating communications, and establishing peer groups for families with kids in certain age brackets (like the pre-school group or the babies group) 	4Q 2011	Education committee
9. Formalize a process to help new kids get acclimated in religious school and congregation life. This is important for families whose kids don't go to our pre-school.	4Q 2011	PTO?, Rabbi Educator
10. Evaluate the feasibility of a day camp for kids after EC graduation.	2012	Fran
Infrastructure		
11. Upgrade the technology we use to communicate with members (emails, social networks, etc.). <ul style="list-style-type: none"> a. Train relevant staff and volunteer leaders on how to use social networking tools. b. Create a standard 'look and feel' all our committees can use in their communications (to better promote our brand). c. Confirm the website affords easy access to parents shopping for synagogues. 	3Q 2011	Executive Director
12. Consider a number of modest facilities changes to make the building more welcoming: <ul style="list-style-type: none"> a. Fresh coat of paint b. Add Jewish artwork/pictures in the common areas – perhaps pictures of clergy and staff. c. Add an LCD TV with scrolling pictures of members and/or upcoming events. d. Evaluate building a receptionist desk in the lobby and staffing with a volunteer (hospital model). e. Make preferred parking available for first-time visitors f. Add a ramp by the pre-school entrance 	Will occur over time; seek to start changes in 2012	Finance committee

EXPECTED INVESTMENT REQUIRED *(big ticket items/staff additions)*

Description	FY11	FY12	FY13	FY14
Staff training programs	TBD			
Technology (video equipment, website updates, software updates)	TBD	TBD		
Facilities enhancements		TBD		

HOW MEASURED, MONITORED:

- *Member attrition*
- *Interest from new prospective members*
- *Success at converting prospective members into full members*

STATEMENT OF ACTION, OPPORTUNITY OR INITIATIVE:

Further infuse worship with passion, creativity and authenticity with the goal of increasing/fostering communal participation and depth of spiritual engagement.

Through this plan we hope to foster a greater awareness among members of their opportunity to reflect on, and form, their own personal relationship with G-d. We'd like to avoid the perception that Reform Judaism is "Judaism-lite" or that little is expected of us as Reform Jews. The reality is we have the opportunity to make our own decisions and set our own expectations. The clergy and community are here to help inform these decisions.

ACTIVITIES:	BY WHEN?	WHO?
<p>1. Help members connect worship services on the Sabbath to the rest of the week.</p> <ul style="list-style-type: none"> a. Encourage the rabbis to make their sermons accessible (perhaps on the web) b. Invest in technology for streaming services and life-cycle events over the web c. Encourage more UH events and gatherings to have a D'var Torah. 	<p>2Q 2011</p> <p>ongoing</p>	<p>Clergy</p>
<p>2. Launch a "marketing campaign" to spur members to think about their faith and the beliefs of Reform Judaism.</p> <ul style="list-style-type: none"> a. The Five Practices of Fruitful Congregations book series has a number of good starter materials for this effort, though some need to be modified for a Jewish context. b. Encourage members to try attending services again – to see if services could be meaningful in their lives. (In marketing terms we are trying to "incite trial.") c. Offer opportunities for members to better understand what it means to be a Reform Jew. d. The marketing campaign should have tactics relevant to members of all life stages. e. Leverage technology – think about a United Hebrew smartphone app. f. Recommit to encouraging board and committee members to attend services. 	<p>Begin with a new year (could be October 2011 or 2012)</p>	<p>Special task force, chair to be appointed by board president</p>
<p>3. Be thoughtful about making services accessible and welcoming to members (to promote greater attendance).</p> <ul style="list-style-type: none"> a. Explore offering babysitting during a service(s) b. Explore having a "cry room" where parents with upset children could go and still hear/see the service without disturbing others. c. Encourage the rabbis to offer teaching moment when appropriate in services. And offer handout. d. [see similar comments in the <i>Radical Hospitality plan</i>] 	<p>Link to execution of marketing plan above</p>	<p>Youth group (or outside church group) Facilities Committee</p> <p>Clergy</p>

4. Introduce more opportunities for member inclusion/participation during services (e.g. members lead parts of the service).	2012	Clergy
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EXPECTED INVESTMENT REQUIRED <i>(big ticket items/staff additions)</i>				
Description	FY11	FY12	FY13	FY14
Marketing expertise and materials	TBD	TBD		
A/V equipment and recording equipment	TBD	TBD	TBD	

HOW MEASURED, MONITORED:
<ul style="list-style-type: none"> <li data-bbox="191 716 1284 747">• <i>Number of members who “try” services after not being in the habit of attending them</i>

STATEMENT OF ACTION, OPPORTUNITY OR INITIATIVE:

Provide a compelling array of programs for congregants that effectively promote growth in faith and community. Re-invigorate programmatic opportunities for adult learning and social interaction.

ACTIVITIES:	BY WHEN?	WHO?
<p>1. Reset expectations among members about how and why they should get involved at UH. Challenge members to sign up for some small service commitment over the course of the year. Distribute the list of opportunities with annual membership dues. <i>(This is, very intentionally, different from asking someone to serve on a committee. The volunteer work will not be an on-going commitment.)</i></p> <ul style="list-style-type: none"> a. Convene a small ad-hoc group to determine/inventory the volunteer opportunities. b. Develop a simple database to track member interest and work completed. Could members communicate their areas of interest via the UH website? c. Develop processes for preparing/training volunteers, reminding them, and thanking them. 	<p>June 2011</p>	<p>Committee chairs (“Cabinet”) to collect the volunteer info, coordinated by staff</p> <p>Staff</p> <p>Staff</p>
<p>2. Centralize and coordinate programming within UH to best leverage volunteer leadership and avoid duplication.</p> <ul style="list-style-type: none"> a. Given the initiative above (to generate more volunteers), and given the difficulty of finding committee members – evaluate collapsing the current committee structure (maybe into a single group, maybe into a small number of life-stage groups, etc). Make use of ad hoc groups where appropriate (instead of standing committees). <i>[See Structure Action Plan.]</i> b. Create a centralized program calendar or listserv that is regularly maintained and easy to use. 	<p>Completed by Jan 2012</p>	<p>Executive committee</p> <p>Staff</p>
<p>3. Once the committee structure and volunteer management tactics have been completed, begin addressing certain gaps in UH’s portfolio of programs:</p> <ul style="list-style-type: none"> a. Opportunities to connect for families with pre-school-aged kids who attend other pre-schools b. Sports training leagues for pre-schoolers – this could be part of a congregation league or done in concert with the JCC (<i>families are</i> 	<p>2012</p>	<p>Program committee</p>

<p><i>now going to Incarnate Word for this)</i></p> <p>c. Families of post-confirmation kids</p> <p>d. Family-based community service opportunities</p> <p>e. Expand adult programs beyond service opportunities into more social activities</p>		
<p>4. Deploy an infrastructure to assess outcomes for at least some of our programs (participation, impact, etc.).</p>	2012	Staff

EXPECTED INVESTMENT REQUIRED (<i>big ticket items/staff additions</i>)				
Description	FY11	FY12	FY13	FY14
Database for tracking volunteer opportunities and who is signing up for what	TBD	TBD	TBD	TBD

<p>HOW MEASURED, MONITORED:</p> <ul style="list-style-type: none"> • <i>Member involvement & volunteering</i> • <i>Program participation</i> • <i>Satisfaction surveys</i>
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STATEMENT OF ACTION, OPPORTUNITY OR INITIATIVE:

Prepare for and actively seek opportunities to collaborate with other community institutions in ways that enrich the congregant experience, preserve UH mission & identity, and make optimal use of resources.

ACTIVITIES:	BY WHEN?	WHO?
Opportunities for Collaboration		
<ol style="list-style-type: none"> 1. Evaluate having RJA launch a Reform community pre-school at their location. <ol style="list-style-type: none"> a. (Note, this might require us to think differently about membership “feeders.” We may need different tactics such as hosting more young professional events.) b. Consider how this would effect our building utilization. How could we re-use the school space? 	Start explorations by 3Q 2011	Education Committee
<ol style="list-style-type: none"> 2. Evaluate establishing a community Hebrew school. Incorporate lessons learned from the CAJE experience of several years ago. <ol style="list-style-type: none"> c. One idea is having the community school do the first couple years, then students finish at their congregation. d. Evaluate whether we should have congregations agree to make school mandatory (vs. using tutors) e. An initial step would be floating the idea with our rabbis 	Start explorations by 3Q 2011	Education Committee
<ol style="list-style-type: none"> 3. Explore opportunities to centralize/collaborate with other congregations on adult education. 	Start explorations by 3Q 2011	Chairs of Adult Education Committee
<ol style="list-style-type: none"> 4. Test the feasibility of renting our classrooms in the afternoon to an educational provider (e.g. a Sylvan or a music school) 	Start explorations in 2012	TBD
<ol style="list-style-type: none"> 5. Explore a joint fundraiser with all/multiple Reform congregations – think big. 	Start explorations by 2013	[TBD – individual with great community connections and fundraising savvy]
<ol style="list-style-type: none"> 6. Take advantage of the fact that several Reform congregations use the same software and explore opportunities to share back office support (finance, administration, facilities management, etc). 	Start explorations in 2012	Executive Director
Merger Exploration		
<ol style="list-style-type: none"> 7. Research recent mergers between congregations of like size – what lessons can we learn? 	DONE	Board Officers
<ol style="list-style-type: none"> 8. Carefully explore opportunities to merge with another 	DONE	Board Officers

reform congregation in a way that benefits both congregations.		

EXPECTED INVESTMENT REQUIRED (<i>big ticket items/staff additions</i>)				
Description	FY11	FY12	FY13	FY14
<i>Not applicable for the exploratory work</i>				

- HOW MEASURED, MONITORED:**
- *Congregation sustainability*
 - *Membership census*

STATEMENT OF ACTION, OPPORTUNITY OR INITIATIVE:

Ensure UH's internal "capacity" provides a platform for effectively executing the other strategic planning priorities. At the same time, ensure the financial sustainability of the congregation by aligning its cost structure with recent revenue trends.

Board

ACTIVITIES:	BY WHEN?	WHO?
<p>1. Reorganize the board per the diagram below to most efficiently utilize volunteer leadership and to provide outstanding governance to the congregation. The new structure entails:</p> <ul style="list-style-type: none"> a. Greater use of ad hoc task forces (with clearer entry and exit points for members) b. Fewer (but larger) standing committees (comprised of board members and non-board members) c. The past presidents form their own council and meet 2-4 times per year to serve as a sounding board for the current Executive Committee with a focus upon strategy and development. The past presidents are not counted as voting board members (with the possible exception of the immediate past president). d. A smaller governing board of 20-25 members (including all officers). 	<p>To be completed by Jan 1, 2012</p>	<p>Board President & Executive Committee</p>
<p>2. Adjust the bylaws per above and devise plan to make the required reductions in board size.</p>	<p>By next annual meeting</p>	<p>Board President & Executive Committee</p>
<p>3. New committee chairs to meet with governance committee to determine disposition of former committees (some may go ad hoc, some may become subcommittees, some may go away).</p>	<p>March 2012</p>	<p>Governance Committee</p>
<p>4. Document/clarify the expectations of a board member.</p> <ul style="list-style-type: none"> a. Make this document a part of the board recruiting process. b. Meet with current board members 1:1 to review and discuss fit. c. Bolster the board training process to help new board members quickly understand and fulfill their governance responsibilities. 	<p>January 2012</p>	<p>Chair, Board Development</p>
<p>5. Adjust board practices based on smaller size</p> <ul style="list-style-type: none"> a. Consider making all or some board meetings open for all members to listen (like a school board or city council) b. Figure out succession (what is the process of developing an incoming Board President). 	<p>January 2013</p>	<p>Chair, Board Development</p>

6. Once a year, have the board conduct a self-assessment in order to direct future board development efforts	Immediate	Chair, Board Development
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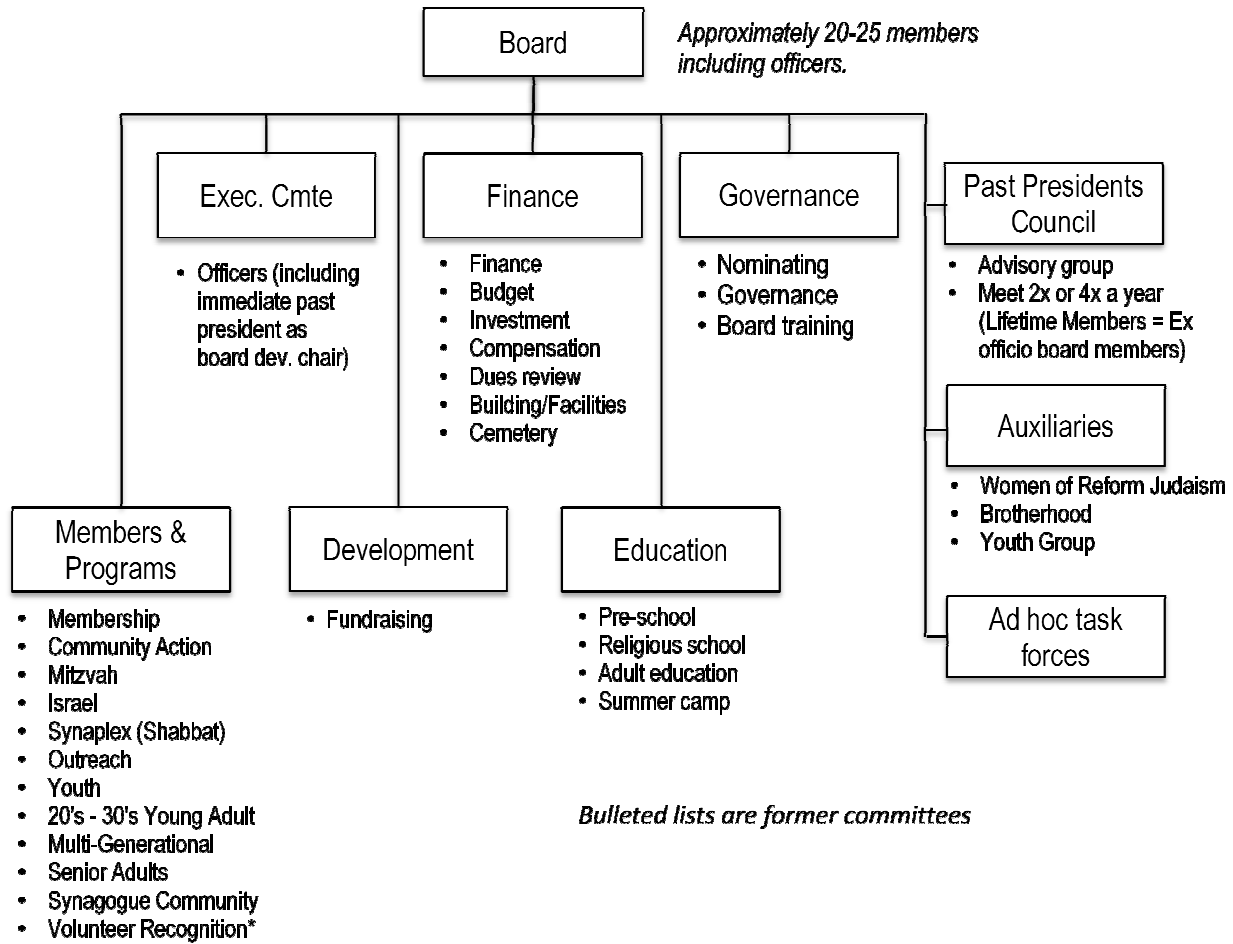
Staff

ACTIVITIES:	BY WHEN?	WHO?
1. Convene a small ad hoc group to examine financially feasible staffing scenarios for the congregation. a. Start paying the development director out of Operations (as is typically done in other not for profits)	<i>In process</i> As soon as financially feasible	President Sr. Rabbi
2. Update/create job descriptions for each staff role.	June 2011	President Executive Director
3. Commit to giving every staff member a performance review every year that highlights opportunities for future development.	June 2011	President Sr. Rabbi Executive Director
4.		

EXPECTED INVESTMENT REQUIRED (<i>big ticket items/staff additions</i>)				
Description	FY11	FY12	FY13	FY14

HOW MEASURED, MONITORED:
<ul style="list-style-type: none"> • <i>Board engagement</i> • <i>Board self-assessment scores</i> • <i>Financial performance of the synagogue</i>

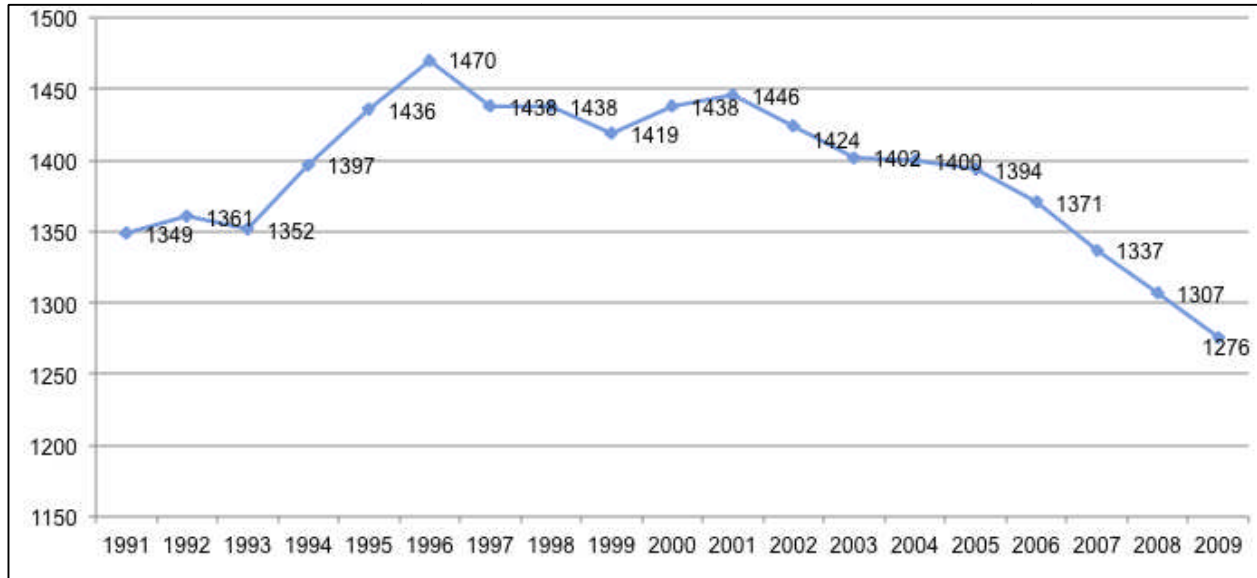
Board Org Chart



Appendix – Diagnostic Analyses

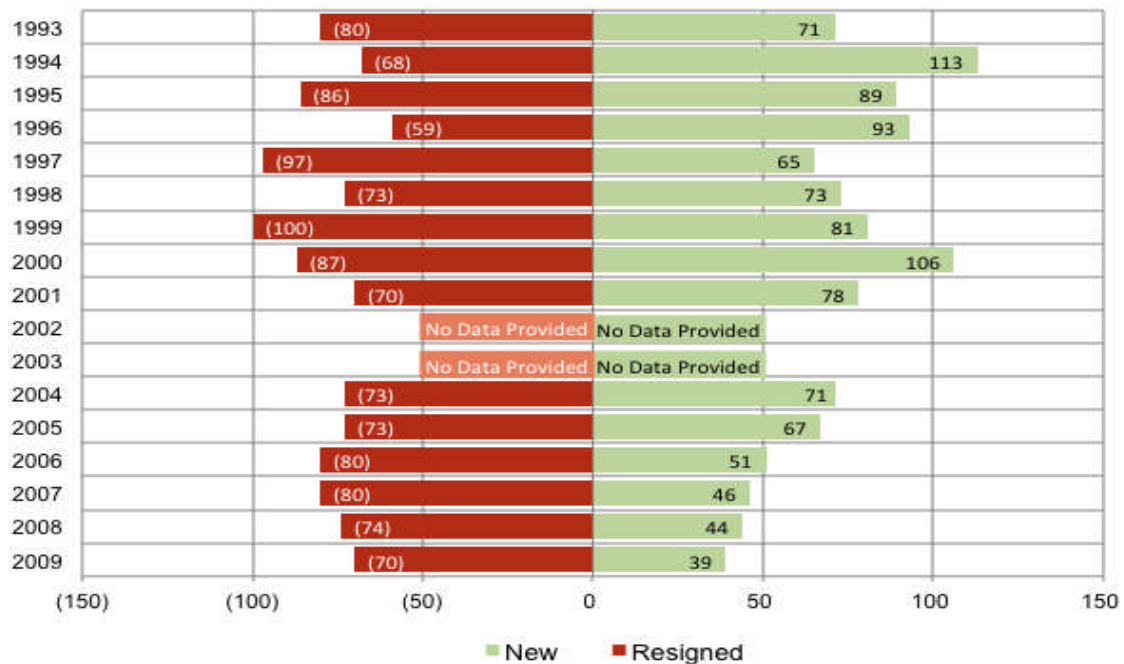
The following charts informed the original analysis of the planning team.

Membership Census



Membership census has been on a long, slow decline.

Retention & Recruitment



The temple has been losing members at a steady clip. But the rate at which UH has been acquiring new members has slowed.

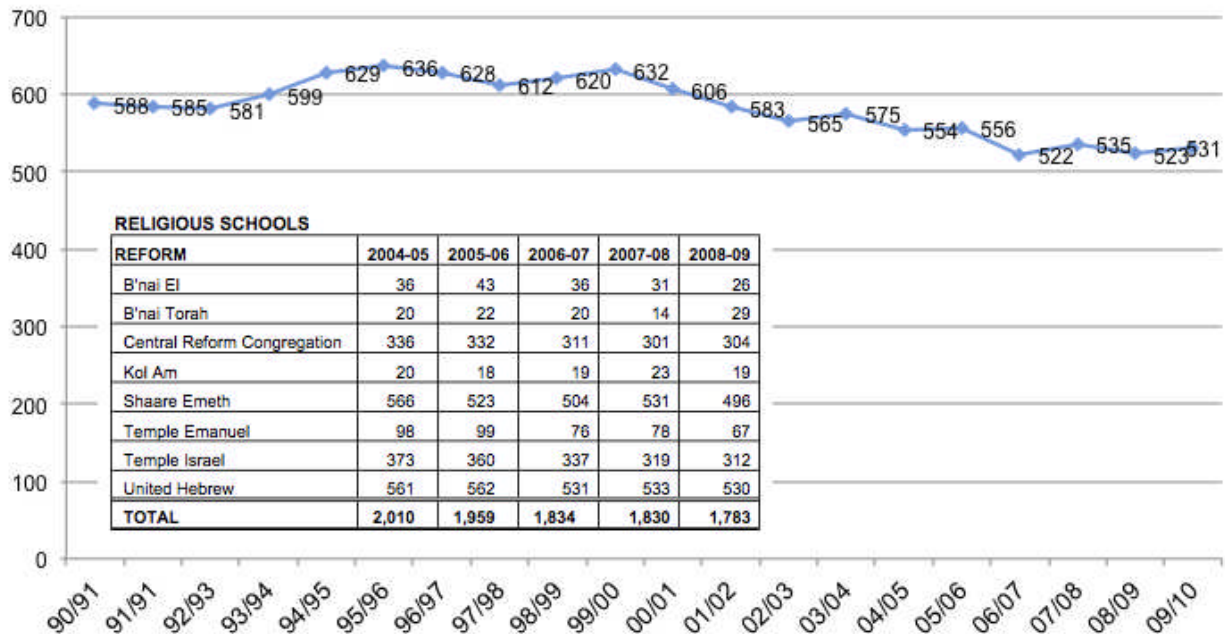
Comparative Dues

Synagogue	Dues Year	Dues: Family	Dues: Single	Bldg Fund	Rel School	Heb School	BM Fee	USCJ / MUM	Average Dues-All Members	Average Dues-Paying Members	Highest Dues Paid
Shaare Zedek (1)	8/1 -- 7/30	\$1,750	\$980	\$2000 / 5yrs	n/a	n/a	\$350	included	\$1,080	\$1,190	\$5,500
BSKI (4)	Calendar	Modified Fair Share	Modified Fair Share	\$2,000 / 5yrs	\$175	\$575	\$350	\$72	\$ 1,091	\$ 1,236	\$5,000
B'nai Amoona (2)	7/1 -- 6/30	\$2,420	\$1,925	\$2500 / 5yrs	K-2 \$300	2-7 \$750, 10-12-\$250350	\$225	\$76	\$ 1,430	\$ 1,530	\$9,200
United Hebrew (3)	Calendar	\$1,710	\$1,710	\$1800 / 6 yrs	\$160	\$475	\$150	Included	\$ 1,123	\$ 1,243	\$5,000
Temple Israel (2)	Calendar	\$1,725	\$1,295	N/A	\$120	\$325	\$350	Included	\$ 1,196	\$ 1,361	\$8,000
CRC (2)	9/1--8/31	Choice - Suggest 2% of Household Income if Over \$50K	Choice - Suggest 2% of Household Income if Over \$50K	\$2500 / 5yrs	\$325	\$585	\$900 3yrs	Included	\$ 1,301	\$ 1,353	\$15,000
B'nai El (1)		\$1,200	\$600	Negotiable	\$175	inc. w/Relig	None	included	\$770	\$880	\$4,000
Temple Emanuel(1)	7/1 - 6/30	\$1,225	\$1,225	\$3,000	\$150	\$300	None	Included in Dues	\$1,011	\$1,059	\$1,225
Traditional (2)	Calendar	Sr Fam \$750 Family \$1500	Sr Single \$750 Single \$1500	Sr \$1000/5yrs \$2000/5yrs	\$300	inc w/ Relig	Private Tutors	N/A	N/A	N/A	\$1,500
Shaare Emeth (7)	Calendar	Choice - \$1,470 Suggested Benchmark	Choice - \$1,470 Suggested Benchmark	\$1800 / 5yrs	\$170-635	inc w/ Relig	\$400	\$97	\$ 858	\$ 1,010	\$ 10,000

- (1) 2007 Figures
 (2) 2008 Figures
 (3) 2009 Figures (7% increase for those paying basic dues or above, 10% for those paying below)
 (4) 2009 Figures Based on income (\$985 at \$40K up to \$2,025 at \$80K. Under 30 - \$350 single - \$580 family)

This information suggests UH's dues and fees are generally 'middle of the pack' among local Jewish congregations.

Religious School Enrollment



Pre-School Enrollment

EARLY CHILDHOOD						5 Year Rate of Change
	2004-05	2005-06	2006-07	2007-08	2008-09	
B'nai Amoona	83	79	81	66	60	-29%
Epstein Hebrew Academy	39	35	48	29	35	-10%
JCC Early Childhood	265	247	244	239	217	-18%
Shaare Emeth	106	127	130	137	113	+7%
Shaare Zedek	73	78	87	90	84	+15%
Temple Israel	77	68	68	67	40	-48%
Torah Prep	40	51	49	55	51	+28%
United Hebrew	150	148	135	115	91	-39%
TOTAL	833	833	842	798	691	-17%

Source: CAJE

Three-Year Profit and Loss

Revenue	2008	2009	2010B	Expenses	2008	2009	2010B
Membership Dues	1,455,540	1,350,270	1,406,403	Administrative	561,223	511,080	535,575
Camp Spielberg	47,567	27,120	26,750	Rabbinical	466,520	440,779	478,016
Fundraising				Music & Cantorial	252,333	249,630	254,393
Development	35,832	44,209	48,095	Programming, Congregation & Youth	182,650	166,250	185,350
Donations & Bequests	42,561	28,934	34,500	Camp	49,003	28,347	28,322
Fundraising	<u>87,014</u>	<u>90,336</u>	<u>108,900</u>	Building Maintenance	336,550	301,491	309,803
Subtotal Fundraising	165,407	163,479	191,495	Capital Expenses	19,901		2,000
Schools				Fundraising			
ECE	253,144	201,820	159,225	Development	35,629	42,290	48,095
Hebrew School	38,596	32,962	31,950	Fund Raising	<u>33,309</u>	<u>26,438</u>	<u>26,100</u>
Religious School	<u>87,903</u>	<u>105,270</u>	<u>111,510</u>	Subtotal Fundraising	68,938	68,728	74,195
Subtotal Schools	379,643	340,052	302,685	Schools			
Gift Shop	79,110	69,748	70,000	ECE	272,899	238,108	202,587
Funds Transfer (Endowment Draw)	311,451	252,696	335,975	Hebrew School	53,213	47,860	50,001
Other	54,605	57,207	55,600	Religious School	<u>260,470</u>	<u>275,769</u>	<u>243,929</u>
Total Revenues	2,493,323	2,260,572	2,388,908	Subtotal Schools	586,582	561,737	496,517
				Gift Shop	63,828	58,284	51,353
				Total Expenses	2,587,528	2,386,326	2,415,524
				Net Margin	-94,205	-125,754	-26,616