



NATA Journal

A Semi-Annual Journal of Synagogue Administration

PUBLISHED BY NATIONAL ASSOCIATION OF TEMPLE ADMINISTRATORS • WINTER 2004

Because Dues Are NOT ENOUGH

- Appeals
- Auctions
- Facilities Rental
 - Plaques
 - Raffles
 - Dinners
 - Sales
- Sweepstakes
- Enhanced Dues
- Membership Directories
 - Performances
 - Outings
 - Food Fairs
 - Tournaments
- Internet Auctions

**Creative Revenue Sources:
NATA Members Share Strategies**

Table of Contents

President's Message by Gary S. Cohn, FTA	3
Going, Going, Gone: Revenue from Donated Goods	4
Bricks-and-Mortar Contributions	8
Musical Performances, Big and Small	10
Members, and Where to Find Them	10
Out and About	11
Facilities Rental: Use What You've Got	12
Enhanced Dues and Appeals Show Varied Strategies	14
It Just Wouldn't Be Jewish Without . . . Food!	17

The NATA Web Site: Log On!

Have you visited the NATA web site? If not, log on at <http://rj.org/NATA>.

Major sections include the *Journal*; convention information; FTA certification, criteria, and information; officers; and the mission statement. You can also find information on the NATA Placement and Consulting Services. Two other sections include Judaic and other Internet resource links, including links to other web sites that contain information of interest and help to NATA members.

New information is always being added, and suggestions are always welcome, as is assistance in our goal to make the web site more interactive.



VOL. XL, NO. 2
Winter 2004/5764

National Association of
Temple Administrators
www.rj.org/NATA

Editorial Board

Nancy Schneider
Editor

Steve Allen

Adam Inlander

Alice Miller, FTA

Janice Rosenblatt, FTA

Sandy Voit



Affiliate of
the Union for Reform Judaism

Serving Reform Congregations
in North America

President's Message

If it were dues, we might be a country club.
 If it were dues, we might be a health club.
 If it were dues, we might be a tennis club.
 If it were dues, we might be a private luncheon club.
 If it were dues, we might be a Costco store.
 If it were dues, it would not be tax-deductible.

The first thing we must do as we begin to explore non-dues revenues is to change our thinking. What is dues, really? It is a contribution! That is right, a tax-deductible contribution.

Maimonides said there are eight steps of charity. Charitable gifts are tax-deductible, a concept he might have taken exception to. And it *is* voluntary. No matter how you look at it, all of our members choose, on their own, how much to give. It is up to us to encourage them to think of

the synagogue as the top priority on their giving list.

For most congregations, over the past 50 years, a third of all members have been at our target dues levels, a third above, and a third below. So how do you get the top third to give more, and how do you increase the top third to 40, 45, or 50 percent of the total?

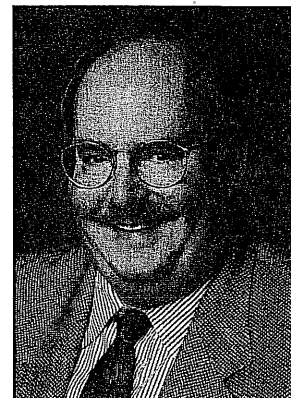
As we start to explore non-dues sources of revenue, we might take a look at the whole concept of dues and the negative messages many of us give our members. Let's take a positive approach to raising funds. Let's eliminate the cumbersome processes, the dues forms, the dues relief committees. Let's start to say *thank you* to our donors. That in and of itself will be a step in the right direction.

Membership commitments (or dues) are but one part of an overall financial plan. The adage that 80 percent of your total revenues should come from dues has not been true for years. In a recent study of congregations, the URJ determined that the range is roughly 48-54 percent for most congregations.

So where does the other revenue come from? Non-dues sources include annual giving programs (Kol Nidre appeals), income from endowments, income from foundations through grants, planned giving like bequests and charitable trusts, fee income from religious schools and preschools, event income from lectures and concerts, and annual fundraising events.

You might ask yourself why a private school, where tuition is \$15,000-\$20,000, can raise \$500,000 from annual giving and another \$300,000-\$1,000,000 from an annual dinner event. One reason—and I think the major reason—is that they have a positive culture of giving. They do not have dues relief committees; they don't judge someone's dues levels by where they live or what car they drive.

As you read the articles in this issue, keep in mind that it doesn't have to be the way it has always been. We have to change our thinking and change our attitudes and change our vision. Then, and only then, will we change our outcomes.



Contributors

Ed Alpert
 Steve Breuer
 Larry Broder
 Mark Criden
 Burt Dubowy
 Sheila Feldman
 Jane Friedberg
 Mandy Greene, FTA
 Alan Halpern
 Naomi Hawthorne
 Bob Kanarick
 Terry Kane
 Bekki Kaplan
 Susan Kirschner
 Jane Krantz
 Joel Magid
 Anne Maner
 Loree Resnik, FTA
 Nancy Schneider
 Gail Schwartz
 Marc Swatez, FTA
 Kim Schweitzer
 Leon Silverberg
 Susan Sokalsky
 Sandy Voit
 Shea Waldron

*Thanks to the contributors of all these programs.
 For more information, please feel free to contact these
 Administrators/Executive Directors*

*Gary S. Cohn, FTA
 Executive Director, Congregation Emanu-El
 San Francisco, California*

Going, Going, Gone: Revenue from Donated Goods

How raffles, auctions, sweepstakes, and sales make a difference for some congregations

Multi-part "Garage Sale"

Because of some income shortfalls, we decided to embark on a fundraiser for August 2003. The concept for the fundraiser included an automobile raffle, a Youth Group fundraiser, and a garage sale, all overseen by a steering committee of four people.

First, a sub-committee asked a congregant in the automobile business to donate a car for a raffle. The car was put on the property for three months with appropriate signage, and raffle tickets were created. The automobile was the first prize, and other donated prizes included computer systems, restaurant gift certificates, and weekends at Chicago hotels. Raffle tickets cost \$25 apiece, or five for \$100. Each member of the congregation was sent five blank raffle tickets, which were to be filled out and returned with a check. More than 60 percent of the congregation participated. Raffle tickets were also sold on the day of the garage sale, and the drawing took place at the end of the first day.

The Youth Group organized and ran a car wash on the day of the garage sale, where they also sold homemade baked goods and helped sell other refreshments.

The main focus of the fundraising was the garage sale. For more than three months, Temple members were solicited for donations of everything from clothing and books to fine jewelry, antiques, and furniture. All items had to be brought to the Temple, except for furniture, which the Temple picked up. A local moving firm provided pickup service at a very reduced price. More than 20 volunteers sorted through the donated items, catalogued and set them up for display by category, and finally priced each item. On the first day of the garage sale, everything was sold at the listed price, and on the second day at half price.

Thousands of items were donated to the Temple, including valuable books, furniture, jewelry, furs, and paintings. The most valuable items remaining after the sale was over were listed on eBay, where all were sold. Leftover books and clothing were donated to local charities and shelters.

This event was very labor-intensive but netted Am

Shalom more than \$35,000. Just as important, it was a great community-builder, people had fun, and congregants walked away feeling their efforts had really helped support Am Shalom.

Am Shalom, Glencoe, Illinois

Internet Auction

Donated items were sold via an Internet auction and raised \$24,000.

Temple EmanuEl, Houston, Texas

Reverse Raffle

We sold "reverse raffle" tickets. The prizes included a nice dinner at a hotel dining room. As tickets were drawn throughout the evening, donated prizes of increasing value were given away to ticket holders, leading up to the eventual drawing of the grand prize: a trip for two to Israel. We raised about \$3,000 after expenses.

Beth Emet—The Free Synagogue, Evanston, Illinois

Silent and Live Auction

Our auction, which requires a tremendous amount of work for several months by a large cadre of volunteers, nets about \$20,000 per year or every other year. In pure fundraising terms, it is not worth the effort, but we see it as an opportunity to get lots of members involved in a synagogue activity. In addition, the evening includes food and entertainment, so it doubles as a social event, probably the largest event of the year in terms of number of attendees (many of whom spend little or nothing on the auction items).

Beth Emet—The Free Synagogue, Evanston, Illinois

Chanukah Boutique

We hold a craft and gift show at the synagogue in advance of the holidays, featuring local artists, craftspeople, some small local businesses, and the synagogue gift shop. We

get a modest percentage of all sales, plus vendors paid a small fee for table space at the boutique. This one-day event is not a tremendous amount of work, but our success is dependent on the quality of vendors and goods on sale.

Beth Emet—The Free Synagogue, Evanston, Illinois

Youth Group Spaghetti Dinner

Our youth group catered a spaghetti dinner for the congregation. After dinner, we held an auction, whose proceeds went to support the youth group and the regional NFTY fundraiser.

Congregation B'nai Israel, Sacramento, California

NATA-SCHMOOZE @shamash.org

... a familiar e-mail address for those of us who subscribe to it. On it, we find a place to ask questions and the answers to our questions. It's a place to turn for support and guidance, to learn from and share with one another.

This e-mail discussion group is limited to regular, senior, and courtesy members of NATA who are currently serving as temple administrators in temples or synagogues on a full- or part-time basis.

Subscriber information can be found at:

<http://rj.org/nata/schmooze.html>

For more information about NATA-SCHMOOZE, contact: Eli Montague, FTA, at emontague@ti-stl.org.

eBay Sales

A congregant is a local celebrity known as the "eBay Lady." In 2003, she proposed an arrangement with the temple and set up an eBay site for us. (I will send a copy of the proposal to anyone who is interested.)

Periodically, we publish a set of guidelines for donations. Temple members contact the eBay Lady to be sure she agrees that their donated item will sell. Members then drop off items at the office, and we issue a receipt (the donor sets the value). Items are not returned, and if they don't sell, the eBay Lady drops them off at the Salvation Army.

Under this arrangement, the Temple gets all proceeds of the sales except for the eBay listing fee and the eBay sale fee. The consignment fee paid to her is based on the actual sales price net of eBay fees (50 percent of the first \$25; 20 percent of \$25-\$75; 5 percent if more than \$75.

This has netted us only \$1,591 so far this fiscal year (July to October), but we think it has potential. Interestingly, and sadly, when she removed references to the fact that sales benefitted a Jewish organization, more items sold, and at higher prices.

Temple Emanu-El, Oak Park, Michigan

Personal Request

The "50 for the 50th Campaign" was the brainchild of one member couple. They called selected members and asked them for \$1,000 each in honor of our 50th anniversary. This Temple has no culture of giving, and they were astonished to receive 53 donations with a very high response rate. The sad thing was that they then gave two free gala tickets (which otherwise cost \$100 per ticket) to each donor, and I don't think most donors would have needed or wanted them if they hadn't promised. This was a simple illustration to our board that "if you don't ask, you don't get" and that we might be able to develop a culture of giving.

Temple Emanu-El, Oak Park, Michigan

Continued on next page

Continued from previous page

Greatergood.com

We registered with greatergood.com. A member is doing all the set-up work, and the rabbi is promoting it on his weekly e-mail. No response to date.

Temple Emanu-El, Oak Park, Michigan

Sweepstakes

We have a Sweepstakes event every spring. The event, a dressy cocktail party with hors d'oeuvres, is held at a very nice local restaurant. The restaurant closes for us, and the owner, who is a temple member, really outdoes himself with the food and open bar. (We trade some of the cost for his dues, so it works for both of us.) We sell tickets to the evening, which ends with a drawing for some fabulous prizes. This year we had an evening at one of our finest hotels, a facial at a spa, manicure, very nice jewelry, dinners out, art, a catered meal at your home, and more. The grand prize is \$5,000. We sell the tickets for \$100 each. Our net profit every year runs around \$10,000.

Congregation Mickve Israel, Savannah, Georgia

On-line Trading

A number of items (such as trading cards, housewares, and appliances) are donated to us, and a temple member puts the items on eBay and sells them for us. We bring the items to the member's home, and he takes digital photos, uses his eBay account, sends the items to the winning bidders, and forwards the net proceeds to the temple. We have made between \$500 and \$1,000 per year. All you need is a dedicated member to make it work.

*Temple Beth-El of Great Neck,
Great Neck, New York*

Donated Cars

We resell donated automobiles to members or their friends. (We have never solicited members to donate cars; all of the donations have come from members who would rather give an old car to us instead of some other charity.) We give a letter of thanks to the donor, noting the VIN but with no appraisal. It takes six to eight weeks for the state's Department of Motor Vehicles to process our request for a change in the title of the car, for a fee of \$5. We use our bulletin and word of mouth to advertise the availability of the car, with the understanding that it is an "as is" sale, with no warranties, guarantees, or returns. The car is kept in our parking lot for inspection by prospective buyers. We accept bids for three to four weeks) and then sell it to the highest bidder. We sign over the title, and the "winner" can (usually) drive it away. The prices paid have always been far below market price—we once sold a station wagon for \$18, and the buyer got a year's worth of driving from it. We have made more than \$5,000 in the last two years from four automobiles.

*Temple Beth-El of Great Neck,
Great Neck, New York*

Purim Raffle

We run a 50/50 raffle. We sell 200 tickets for \$100 each. The winner receives half of the monies raised; if we sell all the tickets, which we always do, someone wins \$10,000. We tie this in with our Purim carnival, so we have a built-in event at which to draw the winner. Each board member is obligated to sell or buy four tickets, which leaves about 80 tickets to sell. Therefore, the board becomes our committee. We send out a flyer in our monthly newsletter and finish up with a phone-a-thon if there are tickets left the last week.

In New Jersey, you need to apply for a license from your municipality and the state. We have a standing number registered with the state, which we renew every two years.

The first year we did this, 10 years ago, we did not

budget the revenue until we had one year of success. Since then, it is budgeted yearly as \$10,000 revenue. It is not a large percentage of our budget, but it helps.

Congregation Beth Israel, Northfield, New Jersey

Recycling Inkjet Cartridges

This project has a great “win-win” for members, the environment, and the youth group. Empties4Cash (empties4cash.com) is a business that offers \$2 per recycled inkjet cartridge. They provide educational information and materials and pay for the shipping. (They make their money by selling the recycled cartridges to a company that reconditions them, refills them, and then sells them on the open market.) Students go through a lot of inkjet cartridges, as do many small offices. The youth group promotes the recycling, collects the cartridges, and sends them in. They expect to make several hundred dollars this year.

Temple Beth Am, Seattle, Washington

Silent Auction

We have an annual silent auction with prize packages donated by vendors from across the country. Packages include vacations (including airfare), jewelry, and luxury boxes for sporting events, concerts, and the like. This usually raises between \$50,000 and \$70,000. Groups of eight to twelve gather for dinners in people’s homes, and then everyone comes to the temple for a dessert reception and auction. The ticket price is only \$18 to encourage more people to come.

Fairmount Temple, Beachwood, Ohio ●

2003 NATA Award Winners

Service to the Community

Gail Kroop, FTA

Anshe Emeth Memorial Temple
New Brunswick, New Jersey

Alan Hochberg

Scarsdale Synagogue Tremont Temple
Scarsdale, New York

Myron Schoen, Service to Judaism

Maurice Ross

West London Synagogue
London, England

Service to NATA

Elizabeth L. Hirsch, FTA

Congregation Beth Or
Spring House, Pennsylvania

Bricks-and-Mortar Contributions

Whether celebrating simchas or memorializing loved ones, plaques help congregants make a statement

Memorial Patio

We are in the process of selling memorial bricks in our patio. The target is \$60,000 this year by selling 613 bricks in the shape of a Star of David in the center of the patio. A donor is paying the construction costs of the patio itself.

Temple Israel, Dayton, Ohio

Marking a Simcha

Having nearly 100 children becoming b'nai mitzvah each year is a blessing and a challenge. However, selling leaves on our Tree of Life is the easiest, most painless way to raise funds and recognize simchas in our congregants' lives.

The Tree of Life was a dedicated item and was

installed a year after we moved into our building. The donor's name is recognized in the brochure promoting the leaves. The magnificent brochure was created by one of our congregants (who is a graphic designer). It is mailed to all b'nai mitzvah families, and a reminder goes in every newsletter. Thirty-nine percent of the families participate.

All administration is done through the main office with no lay involvement. Although the revenue from this venture is less than 1.5 percent of our income budget, it is our hope that our members will feel a part of congregation and remain many years after their simchas have passed.

The tree contains 700 leaves and 30 boulders, with room to grow.

Temple Chaverim, Plainview, New York

Memorial Board

Many congregations have a memorial board on which members can add plaques bearing the names of their deceased loved ones. About five years ago, we started sending a letter to members who had suffered a loss, informing them of the purpose of the memorial board and how to purchase a plaque. The letter is sent about three or four months after a loss and is signed by the senior rabbi and the president. About 40 percent of those who receive the letter now purchase a plaque, often for the recently deceased as well as for family members who passed away years ago.

For many years, we had been charging \$550. We recently raised the fee to \$1,000, with no discernable change in participation. (Some people ask to pay it out over time, and of course we agree.) All it took was a letter for more people to participate.

Temple Shaaray Tefila, New York, New York ●

Save These Dates!

October 23-27, 2004

NATA Convention
Las Vegas, Nevada

Study, Worship, Learn,
and Spend Time
with Colleagues and Friends

NATA Members with FTA Designations

Frank Adler
 Ann Albert
 Susie Amster
 Elaine Arffa
 Robert Aronson
 Leo Bamberger
 Shari Bauer
 Serane Blatt
 Joseph Boston
 Steven Bram
 Janet Bronitsky
 Gary S. Cohn
 Sonya Dinnsen
 Julian Feldman
 William Ferstenfeld
 Sandra Fine

Norman Fogel
 Henry Fruhauf
 Sandra Galfond
 Bert Gerard
 Samuel Goldstein
 Mandell Greene
 Louis Heller
 Esther Herst
 Jeffrey Herzog
 Elizabeth Hirsch
 Thomas Jablonski
 Robert Jacobs
 Joseph Kahn
 Fern Kamen
 Alan Karpel
 Jeanne Kort

Keith Kraft
 Terry Kraus
 Gail Kroop
 Barry Kugel
 Alice Miller
 Eli Montague
 Harold Press
 Jill Randell
 Loree Resnik
 Dennis Rice
 Janice Rosenblatt
 Joshua Stone
 Marc Swatez
 Terry Taubman
 Marvin Walts
 Mark Weisstuch

Top 10 Reasons for Getting Your FTA

10. A week away from the temple
9. Initials after your name are a conversation opener
8. Additional use for your Hebrew skills
7. Set apart from others in the field
6. Impressive wall hanging for your office
5. Thesis research benefits your congregation
4. Commitment to continued learning and professional growth
3. Respect of colleagues and congregants
2. Increase in marketability
1. More money

To learn more about the FTA Certification Program,
 contact Jeff Herzog at 412-621-6566 or herzog@rodefshalom.org

Musical Performances, Big and Small

Clergy, staff, and laypeople use their creative side to fundraise

Cantor's Cabaret

This was a show held downtown at the Performing Arts Center auditorium, featuring our cantor and two out-of-town colleagues in a performance of Broadway show tunes by Jewish composers. There was a reception following, with a light supper for the largest donors. We sold more than 500 tickets at \$36 to \$1,000. We netted about \$20,000 after expenses.

*Congregation Emanu-El B'ne Jeshurun,
Milwaukee, Wisconsin*

Piano Keys

"Keys for Kehilah," a successful effort mounted by the music committee without running it through proper channels, cost virtually nothing. The committee members

put up a long banner in the foyer in the oversized shape of a piano keyboard. When members bought keys (at \$100 each), their names were written on the keys of their choice. The amount raised replenished the music fund after the purchase of an electronic piano. They raised almost \$5,000.

Temple Emanu-El, Oak Park, Michigan

Coffeehouse

Our youth choir accompanist and his daughter are gifted musicians. He writes his own music, and they perform in the area. They held a coffeehouse evening and donated the proceeds to adult ed. They downplayed it as a benefit for the temple and played up the coffeehouse atmosphere and original Jewish music aspects.

Temple Emanu-El, Oak Park, Michigan ●

Members, and Where to Find Them

Information is worth its weight in gold

Membership Directory

We sold ads to community businesses, members' businesses, and synagogue vendors. We included a "Yellow Pages" section for professionals—doctors, lawyers, CPAs, therapists, piano tuners, interior decorators—to purchase less expensive listings under their specialty heading.

Beth Emet—The Free Synagogue, Evanston, Illinois

Enhanced Ad Book

We produced a membership directory combined with an ad book. The directory contained names, addresses, telephone, fax, and e-mail information for our 525 members and advertisements or greetings. The project cleared more than \$26,000 in revenue, plus \$1,600 in donated services.

To enhance the value and attractiveness of the directory, one of the co-chairs, a professional writer and communications consultant, included the Mission and Values of the Congregation, translations of inscriptions found on and around the building, a history of the congregation, and a four-year calendar of Jewish holidays. Each family was listed alphabetically with address and home

telephone. The adults were listed below the surname with work phone numbers and e-mail addresses. Each set of facing pages includes ads on the left side, also alphabetized, and members' names on the right.

Two members co-chaired the project, one taking the lead on sales, the other on content, preparation, and layout, including ads. The congregation printed the ad contract, received the payments, and provided the membership data. We also provided a list of vendors and congregants to target for ad sales. The committee identified prospects, approached them, sold the ads, received or created the ad, laid out the booklet, proofed the listings, attempted to contact every congregant to confirm the information, and provided updates to correct our database. The committee distributed the directory to the congregation and sent out a list of corrections received after publication. Using Microsoft Publisher turned out to be a mistake. It created a set of pre-press problems and isn't designed to work with files as large as this one became (over 200MB). Quark would be a better choice.

Temple Israel, Dayton, Ohio ●

Out and About

Some fundraisers boost community togetherness, as well as the bottom line

Garden Walks

We sold tickets to visit selected members' beautifully landscaped gardens, yards, and estates. We also sold outdoor sculptures displayed in particular gardens and received a commission from the artist on each sale. This generated about \$12,000 in profits after expenses.

*Congregation Emanu-El B'ne Jeshurun,
Milwaukee, Wisconsin*

Indoor Golf

With help from an outside vendor, we turned the social hall into an indoor miniature golf range. We sold rounds of golf to kids and adults after religious school on a Sunday morning—a fun indoor activity in February. In the afternoon we had a more competitive, higher-price “tournament” for the serious (or wannabe) golfers. The course and its portable holes were fairly elaborate and challenging. We cleared less than \$1,000, but it was fun.

Beth Emet—The Free Synagogue, Evanston, Illinois

Around the Bloc

We purchased blocs of tickets to theatrical, musical, and professional sports events at a group discount. Marked up modestly (over face value), these were fundraisers, but also an opportunity for socializing, which attendees enjoyed.

Beth Emet—The Free Synagogue, Evanston, Illinois

Featured Speakers

Our most successful fundraisers have been the old standby: featured speaker and selling sponsor tickets at various levels, including corporate sponsor tickets at higher levels. We've been able to raise more than \$70,000 each for fundraisers with Alan Dershowitz and The God Squad.

Temple Israel, Columbus, Ohio

Cultural Smorgasbord

A catalog of 24 events (from December through July) is mailed to every member. Each event has a limited number of tickets (from five to as many as 50, with most between 10 and 20). Events include classes in mah jongg, sushi, cooking, knitting, bridge, beading, and ballroom dancing, plus an evening with artists, poker night, garden tour, dessert tasting, a progressive dinner, day at the horse

races, ultimate frisbee, and more. The cost ranges from \$10 to \$75, with most priced at \$18 and \$36. A registration table is set up on a Sunday during religious school. (It reminds me of college registration, with people scurrying to get first shot at their choice.) Registration was yesterday, and already six of the programs are sold out. If all the tickets sell, we'll raise \$14,000, with the major expenses (printing the catalog in-house, and postage) coming to less than \$1,000.

Temple Beth Am, Seattle, Washington

Golf Tournament

Now in its fifth year, the tournament nets \$30,000 (two percent of the budget). We have high-level co-chairs and a committee to bring out the golfers and to get corporate sponsorships, which translate dollar for dollar to the bottom line. About 100 golfers play, followed by dinner and an auction (largely wine) that brings in \$5,000 net.

Temple Beth Zion, Buffalo, New York

Links to the Future

We wanted to raise \$10,000 and bring together a group of members who rarely attend temple functions. It was determined that a golf outing was just the program, and one truly outstanding chairperson, a co-chairman who drew other golfers, and a small committee took the lead.

In the fall, we looked for a golf course that was not frequently played by our members and that would provide its own draw. Firestone Country Club in Akron, Ohio, a professional tour site, met the description, and they were very cooperative. Outings are always held on Mondays, when courses are closed. We bravely picked a date, with no rain date. There is a guarantee of numbers, so, to make certain that wouldn't be a problem, one of our congregants underwrote the tournament for \$5,000.

Save-the-date notices had to go out by the first of the year, as most people who play are participants in many outings. We contracted for 80 players and were able to engage about 60 to play. It cost \$1,500 to be an eagle-hole sponsor, which entitled one to a hole name and four players, and \$1,000 to be a birdie sponsor, which entitles one to four players and \$300 per player.

We sold raffle tickets for about 20 prizes that our

Continued on next page

Facilities Rental: Use What You've Got

*Extra classrooms? Big parking lot? Unique location?
All of those, and more, can help in a big way*

Nursery School Lease

In 1993 I was approached by a group of Japanese mothers about renting classrooms for a Japanese nursery school. We had our own thriving nursery school and a 500+ student religious school. But we had seven classrooms in an upstairs wing of the building that were used only on Wednesday afternoons for religious school.

Thus began a long process to get approval from our Board of Trustees, a state agency, and our local city government. As a courtesy, we also informed our local civic associations of our plans.

The Kodomono Kuni School has been our tenant since 1994. Their original lease was at \$75,000 for three years. In 1997 the lease was amended for five years ending in 2002 with income to us in that final year of \$98,000. Another five-year extension continued the lease until 2007 with income to us in the final year of \$120,000.

Our association has been a fruitful one. We have benefitted both monetarily, with a steady stream of income, and culturally, with an interchange between our nursery schools. There is a great deal of give and take involved in this type of arrangement. It takes much planning, and some management, but the benefits far outweigh the downside.

Congregation Kol Ami, White Plains, New York

Federation Rental

We have a continuing relationship with the Federation in which they rent our building for adult education programs. The fee is about \$8,000 annually.

Temple Israel, Dayton, Ohio

Every Bit Counts

Our 300-unit temple rents to an Orthodox day school, providing \$60,000 in rent for the school year. Of course, there is wear and tear on the building, as well as maintenance/paper supply usage, but we still make money. This arrangement is in its seventh year. We also rent to a small conservative synagogue of 50 units that uses our community hall for worship and life-cycle events. We are in our second year and gain about \$22,000 in annual rent. They pay for maintenance and provide their own supplies.

We rent parking spaces in our large lot to Skokie Swift (commuter train) riders, who pay on a monthly basis. We also have large commercial trucks that rent space in our back lot. During baseball season, and especially this past season with the Cubs, I collect "donations" from drivers who can't find space in the Skokie Swift lot.

We rent the community hall for member and non-

Continued from previous page

committee obtained, ranging from Cleveland Indians tickets to cut-glass bowls to a putter from the pro at our leading Jewish country club. An auto was the prize for a hole-in-one. (That was easy to get donated because the car dealer need only purchase special hole-in-one insurance. Needless to say, we didn't have to give the car away!) We had prizes for longest drive, best scores, etc. Our chairperson was a veteran of these outings. She knew how to get handicaps, put the groups together, and so forth. I knew

how to pick the lunch menu and the hors d'oeuvres, help get people to play, and get the invitations donated. I drove around the course in a golf cart, took pictures of each group, and sent the pictures out with the thank-you letters.

People who come to no other temple programs came to this one, and that enabled us to develop relationships that later led to capital campaign contributions, and more participation.

Suburban Temple-Kol Ami, Beachwood, Ohio ●

member parties and monthly meetings of ORT and the National Council of Jewish Women. We host other large groups on occasion, like the Jewish Genealogy Society and JUF organizations. We rented classrooms to our local high school during its renovation. We collected \$25,000 for the summer. Our local community college has rented classrooms for overflow classes.

Temple Judea Mizpah, Skokie, Illinois

Rehearsal Space

We are fortunate to have a large facility with many meeting rooms and an auditorium. We rent out to the Cleveland Orchestra and Chorus for rehearsal space, a major source of revenue for us.

Fairmount Temple, Beachwood, Ohio

House Caterers

We implemented a panel of caterers this year after remodeling our social hall. A Facility Task Force met for more than a year to research temples and synagogues around the country to come up with policies and a fair fee schedule to use our facility for simchas. We then interviewed caterers and selected eight that vary in style and cost. The caterers pay us a fee per event to offset the costs of operating from our facility. We find things to be working fairly well even as we iron out the kinks in the system. We are not sure if we will break even, make a bit, or lose money, but we had to find additional revenue, so it is worth a try.

Temple Isaiah, Lafayette, California

On Location

Renting congregational facilities for motion picture or television feature production, for filmed or still advertising, and for music videos is lucrative and safe—with caveats. Responsible producers have generous funds for renting facilities, from \$1,000 to \$2,000 a day for set up and striking and \$2,500 to \$5,000 (!) for filming. There can be additional fees for vehicle parking and food service facilities.

A responsible company will provide certificates of insurance, damage deposits in addition to rental fee, and protection (both physical and security) for the property. Smaller companies do not have the budget or the quality control, so be careful.

Producers of advertisements often are equally professional. They may film ads or use an appropriate facility for still photography. Again, deal with those that provide insurance coverage, physical protection of property, and total cleanup. Set absolute time limits, with clear costs for extra time and overtime. Allow lots of cleanup time before Shabbat and temple events. Some production companies have left our facilities better than they found them!

Use a contract that favors the property owner, not the renter. We would be glad to share the one we have used for many years (e-mail Steve Breuer, seb@wbfla.org).

By all means, find out the subject matter of the film, even reading the script page before providing your approval. You probably don't want "murder at the bar mitzvah," or nudity in the kitchen. (I've been asked to contract for both.) Set limits for showing the name of the congregation; we do *not* allow the identification of our temple name onscreen, ever. Decide whether you want a thank you in the credits (probably not).

Be wary of small-time companies, and especially amateurs. Film school personnel may be very skillful, but consider the lack of experience, volunteer staff and casts, and school insurance that may not cover physical damages. Liability for accidents may be attributed to the congregation. Find out what product an advertiser is filming—you can imagine what you don't want.

Finally, do not count on this as a source of income. It's not that kind of business. With some forethought and caution, availability for such productions can provide found revenue for your congregation, as it has for ours.

Wilshire Boulevard Temple, Los Angeles, California ●

Enhanced Dues and Appeals Show Varied Strategies

Sensitivity and a personal touch are key; so is knowing how to ask

Paying the Real Tuition

Recognizing that many families have maxed out on their willingness to increase annual contributions (our euphemism for dues), this year we embarked on a new tack – “allowing” families to pay the actual, full, and true cost of religious school. Historically, parents paid about 65 percent of the actual cost of religious school, the balance being subsidized by the congregation.

In a carefully worded letter with a return form, we stated the case and outlined the cost and payment options. Lo and behold, thus far we have increased religious school tuition by more than \$30,000, and the total collected tuition rose from \$185,000 to \$215,000.

Could we have received the same increase in payments if we had just raised dues? Probably not. Would we have had to increase scholarship assistance if we simply raised tuition to the full amount for all? Probably, and we would have engendered additional ill will. The power of choice allowed us to market a product that our families truly value for a price they can afford to pay. They simply never were asked to – until this year.

Temple De Hirsch Sinai, Seattle, Washington

Phone-a-Thons Make the Difference

Now in its ninth year, the Kol Nidre Campaign Annual Appeal brought in \$135,000 (eight percent of budget). We are hoping (against hope) to increase that this year. The appeal takes two co-chairs and as large a campaign cabinet as possible. Although we send out many mailings to members, the only effective appeal is personal, and several phone-a-thons are necessary for success.

Temple Beth Zion, Buffalo, New York

Adding Donation Categories

During the last eight years, we have added five donation categories, totaling \$275,000.

The Rabbi's Circle (25 families paying a total of \$10,000 each, including “dues”) raised \$123,000. A total of

\$58,000 was raised through an annual building maintenance fee (for congregants who have paid off their 10-year building fund), which is graduated based on dues level, going from \$0 to \$100. A total of \$36,000 was raised through an annual URJ dues help fee, which is also based on dues level, going from \$0 to \$40. The voluntary security donation—also graduated from \$0 to \$40 – raised \$34,000.

Congregation EmanuEl, Houston, Texas

Details, Details

Campaign Yachad Kulanu (one community) was based on the need to raise funds to ensure that membership would remain open to all without respect to financial ability. Last year, we raised \$60,000; this year we hope to do better.

In addition to the letter from our president, we enclosed a card from the clergy and a letter from the board; the letters will be followed by a phone-a-thon. In the first week since the letter went out, we have already reached \$23,000. We printed the letters on recycled paper and envelopes (to make them look different from regular mailings), used regular stamps instead of our postage meter, used the rabbi's name on the return address, and handwrote all the addresses (a communal effort of all of the administrative staff!). All these things are supposed to add to the percentage of recipients who actually open the envelope as opposed to throwing it in the garbage or putting it aside. On the pledge form, we offer an honorable way for people to say no and ask not to be called.

We're doing an hour training session for our entire board to prepare them for our phone-a-thon. The thank-you notes, by the way, are personally signed by our rabbis, our cantor, our president, the head of the campaign, and me—seven signatures to show that we're all behind this.

When we get the invitations to our March madness (30 events hosted by members in the month of March), I'll be happy to send anyone who wants a sample of creative thinking set free for fun(d)raisers. Send me your address for the mailing. For copies of the letter, contact Joel Magid, joel@oaklandsinai.org

Temple Sinai, Oakland, California

Giving Circles

We maintained a relatively low dues structure for many years by relying on a large group of members who agreed to be billed at a flat rate that was in excess of their assigned dues category. Through the 1990s, these pledges gradually dwindled as the minimum dues rate became higher than what was once a generous overpayment. Three years ago, our leadership came to the conclusion that a more organized effort at an enhanced dues program was necessary to support our operating budget. A committee was soon organized and information was collected from other temples with similar enhanced dues programs.

Based on this information, the committee decided:

1) Commitments should ideally be made as a figure in excess of whatever the minimum dues for the family would otherwise have been. For example, dues plus \$500, dues plus \$1,000. This would ensure that the value of pledges would not deteriorate over time.

2) Giving levels should be established to encourage very large annual gifts while simultaneously providing an entry level of participation within reach of most families.

3) All funds raised through this program would go directly into the operating budget, not set aside for capital or other special needs.

4) The brochure for the program should be professional, but not expensive in design or production.

5) Participation in the program would be automatically renewed unless the member requested to discontinue.

6) The committee pledged themselves to making face-to-face solicitations over an initial period to help ensure the success of the program.

The committee decided to name the categories so that they did not convey a hierarchy (for instance, Visionary and Benefactor rather than Silver and Gold). We considered a "giving tree" with branches of leadership, excellence, and commitment; "giving circles" with circles of strength, life, and blessing; "temple circles" with circles for the rabbi and president; and "named gifts" with gifts of wisdom, leadership, and courage, among others. The committee eventually named our program "Giving Circles"

and established six categories ranging from dues plus \$200 to the set figure of \$10,000 annually.

The final phase in the planning process was to consider special benefits. It was determined that all members would be recognized occasionally in our temple bulletin and would be invited to an annual donor reception. Cumulative benefits are then added to each Giving Circle such as: five "free" tributes to the Temple Fund (unrestricted funds used for temple operations) per year; extra High Holy Day tickets for up to two out-of-town guests; a 20 percent discount on Simcha Leaves and Yahrzeit Plaques; two tickets to selected programs; recognition at the High Holy Days; and preferred seating at selected temple programs.

A list of initial prospects was created and divided among the committee. A letter was sent to each prospect and followed up by a phone call or meeting a week later.

Our goal for the first year was to raise an additional \$40,000. In fact, we raised more than \$45,000. In our second year, the program continues to add new members and increase revenue. We are proud of the success of our Giving Circles and confident that we will quickly reach our goal of 100 members providing a net increase of \$100,000 toward the annual operating budget.

Congregation Beth Ahabah, Richmond, Virginia

Optional Dues

For many years, we have added a 15 percent optional dues line to the annual statement. (This is 15 percent of the dues amount each unit is billed, whether single, family, sustaining, etc.) Many congregants have the means to make larger contributions to the temple and find this a very easy way to accomplish that goal. About three years ago, the Budget Committee recommended raising the optional dues to 20 percent. To my surprise, we had no negative reaction, and the annual amount raised in fact did go up. This past fiscal year we received \$90,000 in voluntary/optional dues from our congregants.

Temple Shaaray Tefila, New York, New York ●

NATA and the URJ
Ida and Howard Wilkoff Department of Synagogue Management
are pleased to offer the

Congregational Consulting Service

NATA members with longtime professional expertise in the field of temple management work with congregations, board members, and appropriate synagogue personnel. Recommendations or referrals to enhance operations are provided after consultation.

NATA members are available for consultation on:

- Membership: recruitment; retention; communications with members
- Organizational structure: boards and committees; bylaws; staff roles and structures; leadership development
- Finance: dues and system analysis; financial controls; budgets; financial statements; endowments; capital campaigns
- Facility management: insurance; catering; use of facilities
- Personnel: job descriptions; personnel policies; performance evaluation; transitions; personnel manuals
- Construction/remodeling: planning; financing; project management; controls
- Technology: telephones; computer hardware/software; office machines

The consulting fee of up to \$750 is waived for URJ member congregations. Synagogues are required to reimburse only the consultant's travel expenses.

Consultations may be requested by completing the form linked to the NATA web site (<http://rj.org.nata>). The completed form should be returned to the Office of Synagogue Management at the URJ. You can also contact Marc Cohen (at 414-352-9288 or marc@cong-shalom.org) or Dale Glasser, Director of the Department of Synagogue Management, (at 212-650-4040 or dglasser@urj.org) for more information.

It Just Wouldn't Be Jewish Without . . . Food!

*Progressive dinners, food festivals, cookbook sales, and grocery scrip:
The list is endless, the results delicious*

Gourmet Dinners

About 15 couples (or in some cases, two or three couples together) who are truly superb cooks volunteered to host dinner parties in their homes. Five to 10 other couples paid about \$140, or the equivalent of a really nice dinner at a restaurant. Most menus were fancy ethnic cuisines, some with accompanying wines. To accommodate members who couldn't afford this, we hosted a much less expensive (and less fancy) meal at the synagogue on the same evening, which was also well attended and lots of fun—as were the “gourmet” dinners in private homes.

Beth Emet—The Free Synagogue, Evanston, Illinois

Food Festival

Our biggest, most successful, and most fun fundraiser every year is our Hard Lox Cafe, the Jewish Food Festival. We hold it outside in Savannah's largest city park and attract thousands of people. Every member of the temple pitches in, cooking, baking, selling ads, finding sponsors, working at booths selling food or tickets, and setting up or cleaning up. It's always held on the last Sunday in October. See our website, www.mickveisrael.org, for pictures and details. This year's event was extremely successful.

Congregation Mickve Israel, Savannah, Georgia

Chai Society

Chai Society, our version of a progressive dinner, is now in its fourth year. A dozen or so members host theme dinners. In previous years, dinners were on different nights so members could attend more than one; this year, all dinners were on the same night, and everyone met at our suburban building for a dessert reception. We've never made more than \$8,000 on this, some years as little as \$4,000. It's hard to secure hosts, especially year after year, and costs are relatively high, so better to think of this as a friend-raiser than a fundraiser.

Temple Beth Zion, Buffalo, New York

Dinner and Art Sale

About three months prior to our progressive dinner, 11 host homes were engaged. We selected homes that would be appealing to visit by other congregants and, of course, hosts who would be warm and engaging. A member in the meat business donated beef tenderloins, and the hosts provided the appetizers, side dishes, and wine for 10 to 12 guests.

We had a collection of art that was well beyond what we could display. Some pieces would never be hung because they did not have Jewish content. To combine this with the progressive dinner, we invited all the guests back to the temple for elegant desserts created by other members and, to the accompaniment of a lovely string quartet, sold many of the art pieces.

Patrons paid \$100 per couple to attend the event, and there were 120 in attendance. Sales from the art sold brought in an additional \$4,000 in income. Expenses involved the mailing of the invitations (the invitations were donated), the help involved back at the temple for the dessert and the \$600 paid to the string quartet. You could charge far more than the \$50 per person, but in an attempt to be inclusive we chose not to. This was a relatively easy event and met our financial goal. A committee of 10 easily handled all the work, the most difficult being procuring the host homes. Everyone had a wonderful time, and strangers became friends because of the small size of the dinners and then the larger dessert event and art sale.

Suburban Temple-Kol Ami, Beachwood, Ohio

Books and Cooks

This fundraiser was designed to provide the funds for more kitchen equipment, upgraded dinnerware, possibly an ice machine, and other supplies.

Most of the process was done online. On our web site, people signed up to make and donate food and, on another page, signed up to buy food. The sign-up page

Continued on next page

Continued from previous page

had suggested items like soups, stews, lasagnas, sauces, and more. The shopping page listed amounts and prices.

The day of the event was a massive exchange of food and money. A cookbook and kitchen-items-only rummage sale was held on the same day to complement the food. In addition, we sold baked goods and beverages, including the shade-grown, fairly traded coffee that we buy for one's. (Equal Exchange has a fundraiser component, which we used.) A silent auction of food services (like appetizer trays of Israeli foods, a meal cooked at your home, a trio of pasta sauces, cake for a party) was part of the event, as was a collection of canned goods for local food banks.

*Adat Shalom Reconstructionist Congregation
Bethesda, Maryland*

Grocery Gelt

Large supermarket chains sell paper "money" to synagogue at 95 cents on the dollar, redeemable by purchasers at face value for groceries. So the synagogue makes five percent on all participating members' grocery expenditures, at absolutely no cost to the member (other than having to pre-purchase certificates ahead of time at the synagogue office or by mail). This could represent a substantial and ongoing source of income at relatively low cost in labor, but we found it very difficult to get members to change their grocery shopping habits and secure the scrip in advance and routinely (weekly or bi-weekly).

Beth Emet—The Free Synagogue, Evanston, Illinois

A Better Way

We've stopped selling scrip, but are publishing a list of top earners for our local groceries Shopping Benefits Program. If our members register their shopping ID cards to benefit the temple, then they can earn a percentage of their grocery bill for us. We've been earning about \$125 or so a month from about 100 shoppers. This is so much less aggravation than scrip but so small. We list the top shoppers in our newsletter as a monthly reminder of the program and encouragement to shop at the grocery.

Temple Israel, Dayton, Ohio

Food Voucher Assessment

Scrip is a way of life here. About 12 years ago the leadership of the temple decided to make this program mandatory for all members. Although the amount of the "Food Voucher Assessment" varies based upon membership type,

NATA Placement Service

800-966-NATA (tel.)

360-887-1118 (fax)

NATAORG@hotmail.com

members can pay the assessment outright, participate in the program by purchasing scrip during the fiscal year, or a combination of both.

For example, families with regular membership are assessed \$150. Members then receive a five-percent credit on every scrip purchase, which is then deducted from their assessment. This is shown as a declining balance on their monthly statement. Over the fiscal year, \$3,000 in scrip purchases will completely eliminate the \$150 assessment. (We keep scrip inventory for five different supermarket chains.) Everybody has to shop, so it's a fairly painless way to raise non-dues revenue.

Of course, like any successful program, it takes some administrative time as well as time from a group of dedicated volunteers. The proof, however, is in the pudding. Since the program inception, Temple Shalom has raised more than \$500,000. This year, we anticipate program revenues of more than \$60,000.

Temple Shalom, Succasunna, New Jersey

Club Cards and Electronic Scrip

Ralph's Club is replacing its scrip program with a club card registration procedure. Any person with a Ralph's Club Card can elect to have a percentage of all purchases allocated to a specific nonprofit organization. We are currently putting this in place for our synagogue. Also, congregants can register their credit cards with escrip, where a percentage of all purchases at specified stores and vendors are allocated to a nonprofit organization of their choice. This can be done on the web.

Kehillat Israel, Pacific Palisades, California ●

National Association of Temple Administrators

PRESIDENT Gary S. Cohn, FTA

VICE PRESIDENT Susie Amster, FTA
VICE PRESIDENT Loree Resnik, FTA
VICE PRESIDENT Livia Thompson

TREASURER Edward Alpert

ADMINISTRATIVE SECRETARY
Nancy Schneider

IMMEDIATE PAST PRESIDENT
Elizabeth L. Hirsch, FTA

BOARD OF DIRECTORS

Steven Bram, FTA	Gail Kroop, FTA
Marc Cohen	Hilary Leboff
Joyce Engel	Janice Rosenblatt, FTA
Suzanne Gesheker	Carolyn Shane
Esther Herst, FTA	Leon Silverberg
Jeffrey Herzog, FTA	Leslie Sporn
Robert Isaacs	Terry Taubman, FTA

HONORARY BOARD MEMBERS

Stephen E. Breuer, Norman Fogel, FTA,
and Fern Kamen, FTA

EX OFFICIO

Rabbi Eric Yoffie, President, URJ

Dale Glasser

Director, Dept. of Synagogue Management, URJ

Edward Caine

Chief Administrative Officer, URJ

Robert Heller, Chairman of the Board, URJ

PAST PRESIDENTS

Irving I. Katz, FTA*	Frank I. Simons, FTA*
Max Feder, FTA*	Melvin S. Harris, FTA*
Bernard I. Pincus, FTA*	Walter C. Baron, FTA*
Louis J. Freehof*	Henry E. Ziegler, FTA*
Nathan Emanuel, FTA*	Shirley M. Chernela FTA*
Henry S. Jacobs*	Harold Press, FTA
Frank J. Adler, FTA	Ilene H. Herst, FTA*
Henry Fruhauf, FTA	William Ferstenfeld, FTA
Julian Feldman, FTA	Norman Fogel, FTA
Bernard Lepoff, FTA	Stephen E. Breuer
David I. Mitchell, FTA*	Fern M. Kamen, FTA
	Elizabeth L. Hirsh, FTA

* of blessed memory