



Our Shofar

News from Our Temple Emanu-El Leadership
Birmingham, Alabama

Spring 2009

Shofar Initiative Provides Much-Needed Financial Stability Effort Wraps Up – Raising Over \$5 Million

Unbelievably, after much planning and many, many meetings, we have just completed our financial-stability effort, *The Shofar Initiative*. We are pleased to report that the effort was successful. How fortunate we are that our leadership, led by past presidents Robert Levin, Sherron Goldstein and Jeffrey Bayer, had the foresight to address our congregation’s budget deficit and other areas of congregational weaknesses some three years ago.

The insert within highlights those 110 members who stepped forward with financial commitments to address our financial stability. Through their generosity, we secured close to \$5.1 million in current gifts and future expectancies (through bequests and other planned gifts), as follows:

- Nearly \$750,000 to sponsor specific cost centers of the Temple’s budget over a 5 year period
- Over \$3.4 million over 5 years to build the Grafman Endowment Fund to provide long-term financial strength
- Over \$880,000 in new planned gifts (bequests, life insurance policies and annuities) where the Grafman Endowment Fund is named the beneficiary

Other financial accomplishments as a direct result of Project Shofar and the Shofar Initiative are:

- 1. Fiscal Responsibility** -- greater fiscal discipline enacted by the Temple Board, including:
 - A balanced budget, with annual increases in expenses not to exceed the cost of living plus 1 percent;
 - Five percent of the budget now supports our new Capital Improvements Fund (designed for larger scale repairs or renovations should they arise). By July 1, 2009 we anticipate assets of over \$220,000 in the Capital Improvements Fund.
 - Additionally, efforts are being made to replenish the Temple’s “Rainy Day” or Reserve Fund with excess revenues. Over \$100,000 has been added to the Reserve Fund over the past two years.

2. Increased Dues Income – a carefully-planned dues effort, designed to streamline payment options and cash flow, as well as increase income with minimums stepping up over the two-year period of 2007 and 2008. Those who voluntarily increased their dues and those who provided gifts above the new minimum levels were instrumental in this success. Increased income since 2006 include:

2007: \$177,000 increase
2008: \$305,000 increase
2009: \$347,000 projected increase

Shofar Initiative Pledge Highlights:

Paid In Full30 Families
 Still Paying on Pledges65 Families
 Bequests and other Planned Gifts31 Families

Paid to the Temple for cost center sponsorships
 in 2007 and 2008\$322,000
 Paid to the Endowment in 2007 and 2008\$2.3 million
 Amount remaining (not including planned gifts)...\$1.573 million

Continued on page 2

*Shofar Initiative
Continued from Page 1*

3. Sponsorship Income – another element of the Shofar Initiative was to further increase income through 3-5 year sponsorships of Temple programming/cost centers in order to help bridge the gap to eliminate the chronic budget deficit. Combined with the dues increases, the success of securing these sponsorships has enabled us to well exceed our goal of increasing our annual revenue by \$300,000. See results below:

2007: \$166,000 in sponsorships

2008: \$156,000 in sponsorships

2009: \$150,000 projected in sponsorships

4. Reduction in Dues

Accommodations -- efforts were also focused on making our dues accommodations process more effective. By re-evaluating our procedures and through personal contacts with our members, we have effectively reduced

the numbers of families receiving dues relief almost in half.

Today's uncertain economy reminds us in a dramatic way that the Temple's finances are not always guaranteed to be smooth and dependable, and that we need a strong safety net - like a generous congregation and a viable and growing Endowment Fund.

Therefore, we greatly appreciate the active involvement of many of our members in both the *Project Shofar* evaluation process and *Shofar Initiative* fund development effort.

While we still have more to accomplish in building for our future, it is with the hard work, dedication and generosity of so many of our congregants that our Temple's finances are currently stable -- despite the present economic climate.



*Joel Rotenstreich
President, Rabbi Grafman
Endowment Fund
for Temple Emanu-El*

**LEADERSHIP DEVELOPMENT CLASS
PROVIDES BRIGHT FUTURE**

In the early 1990's, the Temple leadership recognized the need to train, nurture, and involve congregants to be future leaders of the Temple. The Temple Emanu-El Leadership Development Class was developed to meet this need, and was first offered in 1992-93. The 2009 class, which began on January 20th, represents the 7th time the class has been offered.

The goal of the class is to prepare future Temple leaders by providing information, skills, and mentorship. Some of the topics that will be highlighted in the class include:

- How does the Temple function and get things done?
- How to work successfully on committees and conduct efficient meetings

- Growing our membership, "marketing" the Temple, and Temple finances
- Promoting volunteerism and participation; Temple's relationship to the larger Jewish community.

Candidates for the class were recommended by the Temple Board, clergy, and previous graduates of the class. Congregants taking the 2009 class are: Liz Bleiberg; David Brandt; Tom Cowen; Emily Friedman; Elizabeth Kohn; Robert Kohn; Justin Ladden; Alisa Nadler; Karen Piassick; Marshall Rathmell; Lana and Steve Royal, Jason Ruha; Benjamin Smith; and Ryan Weiss.

Facilitators for the 2009 class are 3 members of the Temple Executive Committee: Helene Elkus, Jason Epstein, and Adam Gordon.



Dues Important to the Financial Success of Temple Emanu-El

Membership Dues make up almost 70% of the Temple's overall income, so a successful dues drive is critical to maintain the level and quality of programming that our congregation expects. In both 2007 and 2008, the standard family membership was raised to \$1900 and \$2200 respectively to be more in line with similar temples around the country. The standard dues remained the same in 2009 and our dues drive is going very well so far. We have an extraordinarily dedicated and generous congregation and we thank each of you for the ongoing support of your Temple.

As of the first of February, we have over 600 commitments totaling over \$1,158,560, which already exceeds our budgeted dues goals. This averages to over \$1900 per member unit and we have 706 member units total. We are working to get commitments from the remaining members now.

But, by drilling down into the 2009 data, there is more of a story to tell. Of the 600+ commitments to date, 125 are Torah Circle members, 187 committed at the standard family level, 34 are Affiliate or Dual Members, 98 are individual (single) members, and 153 are on some type of dues relief. We only have 2 families and six individuals that are below 30 years old and that is certainly of concern.

Thank you for your generosity and willingness to support your Temple in these tough economic times. If you have not committed yet, please contact Lee Conn at 397-0806.

Investments Carefully Monitored in Today's Poor Economic Climate

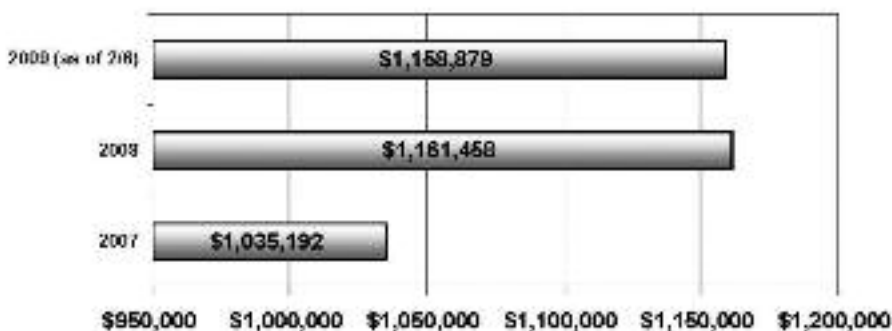
In light of the current economic environment, we wanted to let our congregants know that we are exercising great diligence in terms of our Temple's investments. The Temple funds are all FDIC protected. The Grafman Endowment Fund has a dedicated Investment Committee that is meeting more often than its normal quarterly meetings and is carefully monitoring our asset allocation, as well as our individual funds and asset managers. Neither the Temple nor the Endowment Fund portfolios have had any exposure to Bernard Madoff, either directly or indirectly.

We use a very disciplined investment approach, where our Endowment asset allocation is designed around our spending policy for the benefit of the Temple. Even with a disciplined approach, most everything in the investment market performed poorly in 2008. Our performance was right in line with most endowments, including Harvard and Yale.

Our objective for our Endowment investments in the immediate future is to be as conservative as practical, within the disciplines of our investment policy, while keeping an eye on our long term goals.

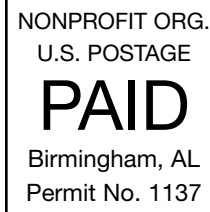
*by Frank A. Siegal
Chair, Financial Resources
Development Council (FRDC)
for Temple Emanu-El*

Temple Emanu-El Dues





Temple Emanu-El
2100 Highland Avenue
Birmingham, AL 35205



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TREASURER'S REPORT

As we entered our 2008-2009 fiscal year, we had a strong fiscal road map built through the budgeting process led by Ronald Levitt and from recommendations made by the FRDC. We began our fiscal year, that began July 2008, with a balanced budget and expenses were projected to increase no more than 1% over the inflation rate. Also, as recommended by the FRDC and approved by your Board, we are saving for our future by allocating 5% of budgeted expenses to a Capital Improvement Fund. And, on June 30, at fiscal year end, we will again split any income above expenses equally to the Capital Improvement Fund and our Reserve Fund, which was created at the conclusion of our 2007-2008 fiscal year.

I am pleased to report that our expenses through the first half of the fiscal year are on pace with budget and we feel confident expenses will remain on course through the remaining six months. Income for the fiscal year, primarily derived from dues, is also in line with projections.

Looking to the future, we will begin our budgeting process in March with several goals in mind:

- Create a balanced budget, again, with expenses increasing by no more than inflation + 1%.

- Save for our future facilities needs by allocating 5% of our expenses to the Capital Improvement Fund.
- Expand our budgeting process to include multiple year projections for income and expenses so that your Temple leadership can continue to make solid fiscal decisions.
- Bring funding for our Reserve Fund to 20% of our annual expense budget to solidify our financial security.

We are also mindful of several challenges that stem from our current economic environment. Funding from our Endowment will be reduced in light of declining investment values and income from Project Shofar, as expected, will be slightly lower than the previous twelve months. However, as you will read in the Dues Commitment Update article on page 3, our congregants' generosity and love for our Temple is evident in our dues commitments for 2009, even during a challenging economic environment.

I look forward to sharing updates in future issues of "Our Shofar" and would be happy to answer any questions you may have about your Temple's finances. Please feel free to contact me at 870-9549.

*by Jason Epstein, Treasurer
Temple Emanu-El
Board of Directors*

SHOFAR INITIATIVE DONORS

Through January 2009

Our deepest thanks to the following members who have stepped forward and demonstrated their special devotion to Temple Emanu-El and its vibrant future. Through their generosity, over \$5 million in current gifts and commitments for future contributions (bequests and other planned gifts) has been raised through the *Shofar Initiative* effort to ensure that our congregation remains financially stable.

Shofar Circle

Gail & Jeffrey Bayer
Ruth & Marvin Engel

Pillars

Tom Cowen
Sherron & Allen Goldstein
Carol & Bob Gross
Ronne & Donald Hess
Pat & Michael Levine
Karen & Joel Piassick

Sustainers

Cathy & Rusty Beth
Nancy & Harold Blach, Jr.
Janis & Paul Friedman, Sr.
Ginger & Jerry Held
Evelyn & Jack Held
Joyce & Joe Lichtenstein
Carole & Michael Pizitz
Judy & Jimmy Rotenstreich
Bunny & Joel Rotenstreich
Jean & Jerry Sklar

Builders

Judy Todd Abrams & Ted Abrams
Jane & Joe Bluestein
Helena & Robert Buchalter
Deborah Chargois
Ethel Aland Fleisher
Faye & Norris Friedman
Betty Allenberg Goldstein
Rosalie & Raymond Gotlieb
Roxanne Travelute & Mike Honan
Hope & Eli Hurowitz
Faye & Robert Levin
Ronald Levitt
Barry Marks,
in memory of Leah Marks

Asher Marks,
in memory of Leah Marks
Candy & Ed Meyerson
Betsy & Peter Printz
Jessica & Jason Ruha
Charlotte & Robert Russell
Estelle Silverstein
Arnold Steiner
Marilyn & Murray Tanner

Supporters

Gail & Harry Bayer
Alison & Robert Berman
Lois & David Cohen
Lynne & Mark Cohen
Helene S. Elkus
Debra & Joel Goldstein
Carol & Donald Herman
Mackie & Sherman Horowitz
Sheryl & Jon Kimerling
Rochelle & Michael Koslin
Gail & Eddie Leitman
Judy & Gerson May
Judi Schulman-Miller & Rabbi Jonathan Miller
Willene Mitnick
Dolly & Jerry Newmark
Kim & Neil Roth
Roz & Irvin Siegal
Liz & Mike Slive
Allison & Ben Weil
Lori & Jim Weil
Diane & Mike Weiner
Janet & Leonard Wertheimer III
Debbie & Brian Wiatrak
Anonymous Donor (1)

Continued

Shofar Initiative Donors, continued

Friends

Janet & David Aarons
Barbara & Jack Aland, Jr.
Robin & Hilton Berger
Karen & Kenneth Bluestein
Eileen & Robert Cohn
Linda & Alfred* Cohn
Patsy & Charles Collat, Sr.
Alan Davis
Ellen & Fred Elsas
Kaydee Erdeich-Breman
Chu-Chi & Bobby Fierman
Tammy & Keith Fleisher
Catharine & Eddie Friend
Julie Levinson-Gabis & Bud Gabis
Rebecca & Adam Gordon
Cissy & Leonard Held
Jaynn & Harold Kushner
Denise & Wayne Lewis,
in memory of Nathan Wayne Lewis
Letty & Bob Marcus
Joan & Dick Pizitz
Cantor Jessica Roskin
Jenifer & Andy Rotenstreich
Ina & David Russakoff
Leah & Ken Saag
Alan Seigel
Stephanie & Brad Sklar
Carleton & Bruce Sokol
Margaret & Max Stern
Lynn & Gary Weinberger
Michael Wilensky
Anonymous Donors (2)

Advocates

Wanda & Ross Cohen
Clara Chung Fleisig & Glenn Fleisig
Donna & Howard Goldberg
Shirley & Julius Goldstein
Jeanne & Lucien Hagedorn
Natalie & Rabbi Scott Hausman-Weiss
Joyce Jacobson
Randi & David Landy
Kim & Steven Leaf
Amy & Michael Saag
Wendy & Frank Siegal

* *of blessed memory*

Recognition Levels

Shofar Circle (\$1 million & over)
Patrons (\$500,000 – 999,999)
Pillars (\$100,000 – 499,999)
Sustainers (\$50,000 – 99,999)
Builders (\$25,000-49,999)
Supporters (\$10,000-24,999)
Friends (\$2,500 –9,999)
Advocates (up to \$2,500)

Our Shofar Initiative Gifts since September

We are most grateful to the following, who have made new gifts/pledges since the list of donors was last published in September 2008:

Temple Operations & Cost Centers

Capital Improvements Fund
Hope & Eli Hurowitz
Religious School Support and Unrestricted Gift
Jaynn & Harold Kushner

Endowment Fund Gifts

Lifetime Dues Endowment
Ethel Aland Fleisher
Unrestricted Endowed Gifts & Named Funds
Cissy & Leonard Held
Hope & Eli Hurowitz