

**Board of Director's Meeting  
January 24, 2023  
5:30pm**

- |             |   |                                       |
|-------------|---|---------------------------------------|
| <b>I.</b>   | <b>Welcome &amp; Approval of Minutes</b>                        | <b>Cindy Finestone</b>                |
| <b>II.</b>  | <b>My MOMentum Experience</b>                                   | <b>Virginia Palaccio</b>              |
| <b>III.</b> | <b>Finance Update</b>   | <b>Jonathan Frisch</b>                |
| <b>IV.</b>  | <b>Campaign Update</b>  | <b>Steve Libby &amp; Jimmy Ringel</b> |
| <b>V.</b>   | <b>Needs Assessment &amp; Planning Collaborative</b>            |                                       |
|             | <b>a. Update</b>  | <b>Bluma Zuckerbrot-Finkelstein</b>   |
|             | <b>b. Memphis Market Research Study</b>                         | <b>Josh Sanderson</b>                 |
| <b>VI.</b>  | <b>The Political Landscape in Israel &amp; the Work of JAFI</b> | <b>Nadav Elyon, JAFI</b>              |
| <b>VII.</b> | <b>President's Report</b>                                       | <b>Laura Linder</b>                   |



JEWISH FOUNDATION OF MEMPHIS

MEMPHIS JEWISH FEDERATION

Managed by JEWISH COMMUNITY PARTNERS

***Combined Board of Directors Board Meeting***

***December 14, 2022, 5:30 pm***

***MINUTES***

On December 14, 2022, Jewish Community Partners, Memphis Jewish Federation and Jewish Foundation of Memphis held a Board Meeting to conduct its business in the MJCC Social Hall.

At 5:30 pm, Laura Linder, JCP President and CEO, welcomed all to the meeting.

**Jewish Community Partners Board of Trustees in Attendance**

Jordana Berger, Herbert Gerson, David Greenberg, Charles Jalenak, Michael Kaplan, Irvin Skopp and Scott Vogel.

**Memphis Jewish Federation Board of Trustees in Attendance**

Cindy Finestone, Hal Fogelman, Jonathan Frisch, Jan Groveman, Michelle Katz, Susanne Landau, Debbie B Lazarov, Debbie H Lazarov, Emily Lennon, Sarah Lewis, Steve Libby, Alla Lubin, Jaclyn Marshall, Scott Notowich, Eileen Posner, Jimmy Ringel, Shelley Robbins, Jill Shanker, Kimberlee Strome, Andie Uiberall, and Keri Unowsky.

**Jewish Foundation of Memphis Board of Trustees in Attendance**

Lawson Arney, Judy Bookman, Aileen Cooper, Marlene Gerson, Reed Landau, Ron Lazarov, Emily Lennon, Alla Lubin, Jason Salomon, Elaine Skopp and Jeff Wallace.

**Jewish Community Partners Staff in Attendance**

Phyllis Abraham, Sheri Gadberry, Laura Kaplan, Judy Lansky, Laura Linder, Elyssa Pfeffer, Carrie Richardson, Matt Timberlake, Tim Wheat, and Bluma Zuckerbrot-Finkelstein.

**Guest in Attendance**

David Petersen

Scott Vogel, JCP chair, called the meeting to order and called for approval of the October 26, 2022, Board Minutes. Susanne Landau moved that the minutes be approved, and Steve Libby seconded the motion. The October 26, 2022, Board Minutes were approved.

JCP Business

Mr. Vogel called on Charles Jalenak, Investment Committee Chair, to review the investment summary and recommendation of JFOM Investment Policy Amendment dealing with what investments are held cash. The revised IPS may be found on our Leadership Hub <https://www.jcpmemphis.org/leadership-hub>. Mr. Jalenak call for approval of the IPS, Reed Landau moved to approve the Revised Investment Policy Amendment 12 1, 2022 and Jeff Wallace seconded the motion. The Revised Investment Policy Amendment 12 1, 2022 was approved.

MoMENTum Dad's Journey to Israel (moved up in the agenda due to schedule conflict)

Larry Schaffer, JFOM, introduced our guest David Petersen, recent MoMENTum Mission Trip participant. Mr. Petersen shared his experience on the Momentum mission trip and how Federation assisted in connecting him to Israel.

### JCP Business

Mr. Vogel called on David Greenberg, JCP Treasurer, to give an overview of new items in Budget/Finance. Mr. Greenberg reviewed the following:

- 1) Finance Committee met on 12.01.2022 and reviewed the detail financial reports through October 31, 2022. In addition, the projections through the end of the year were discussed.
- 2) The operating results for both MJF and JFOM showed overall surpluses for the first four months of the fiscal year of approximately \$60,000 and \$92,000 respectively. While there a number of factors at play, the primary positive variance is in staffing costs and reflects the unfilled positions at both entities. A number of positions have been filled but the effect of these hires will not have a significant impact until December operations. The personnel costs for the year with the recent hires and the projected hires at open positions do not project to a negative variance for the fiscal year. Management and leadership are monitoring these projections of staffing costs closely as the fiscal year progresses.
- 3) The next Finance Committee meeting is scheduled for Tuesday February 7<sup>th</sup> and operations through December 31, 2022 will be reviewed and the projections for the second half of the fiscal year will be re-evaluated. Anyone interested in this important function is encouraged to participate.

### Foundation Business

Jason Salomon, Foundation chair, reviewed the grantee report for the period of September 2022 through November 2022 totaling \$2,757,764. Mr. Salomon called for approval of the grants. Ron Lazarov made a motion and Reed Landau seconded the motion. The grants for the period of September 2022 through November 2022 were approved.

### Federation Business

Cindy Finestone, Federation chair, called on Steve Libby and Jimmy Ringel, FRD co-chairs, to update the board on upcoming campaign events and initiatives. Mr. Libby reviewed the Text-to-Give initiative we can all utilize while making our solicitations. Mr. Ringel reminded the board that a Campaign Telethon is scheduled for December 19<sup>th</sup> in the JCP Offices and the Women's Impact Event featuring Freida Rothman is coming up on January 10<sup>th</sup>.

Bluma Zuckerbrot-Finkelstein, JCP CIO and MJF EVP, reported on our CRC's progress combatting Antisemitism. Mrs. Zuckerbrot-Finkelstein gave a presentation to the Mayor's Multicultural Advisory Board December 13<sup>th</sup> sharing important information on Antisemitism such as the information below:

33.3% of Jewish college students personally experienced antisemitism in the past year. For those who experienced offensive comments or slurs directed at them in person, 79% reported that it happened to them more than once.

Of college students openly identifying on campus as Jewish, nearly 70% personally experienced or were familiar with an antisemitic attack. More than 65% of these students felt unsafe on campus due to physical or verbal attacks and nearly 50% felt the need to hide their Jewish identity.

15% of Jewish college students report that they felt the need to hide their Jewish identity from others on campus and 12% say they had been blamed for the actions of the Israeli government because they were Jewish. (American Jewish Committee)

### Proposal for Microgrants

Cindy Finestone reviewed the following proposal:

#### **Create opportunities for the Memphis community to raise awareness of and combat antisemitism through providing microgrants of \$500-\$2500.**

##### **Process:**

- Grants would be open to the entire Memphis community (non-profit organizations or organizations with a 501c3 fiscal sponsor)
- Community Relations Council creates criteria for grants
- Publicize grant opportunity in Memphis Jewish community and in broader greater Memphis community
- Send out Letter of Intent (LOI) application
- Community Relations Council vets LOIs and invites full applications
- Community Grants Committee reviews full applications and makes grant awards

Mrs. Finestone called for approval of the Microgrant. Andie Uiberall motioned to approve, and Hal Fogelman seconded the motion. The Microgrants for Antisemitism Awareness/Education in Memphis was approved.

Laura Linder, JCP President and CEO, updated the board on our work with the Tennessee Lobbying Initiative and recommend that JCP, MJF and JFOM continue to work with the lobbyists for \$11,400. Mrs. Linder called for a motion to approve the expenditure. Scott Notowich moved to approve, and Jaclyn Marshall seconded the motion.

### Hillels of Memphis

Mrs. Linder updated the board on the progress of the exterior renovation underway at the U of M Hillel building and presented some updated photos and reported that once the exterior is completed, the interior renovation will begin.

### Israel@75

Jeri Moskovitz, JCP Israel@75 Coordinator, led an Israel interactive activity and gave a presentation on Israel trip photos submitted by our boards and distributed a calendar on upcoming Israel@75 Events.

### President's Report

Laura Linder, JCP President and CEO, reviewed the open positions at JCP, Federation and Foundation. Mrs. Linder called on Shelley Robbins and Debbie B. Lazarov to speak on the International Lion of Judah Conference that they just returned from and how well the Lion Behind the Pin launch was received which was impressive. Mrs. Robbins and Mrs. Lazarov called on Matt Timberlake, JCP Marketing Director, to share the promotional video that was filmed in Memphis and features fellow board members and Lions: Marlene Gerson, Debbie. B. Lazarov and Shelley Robbins.

The meeting was adjourned at 6:51 pm.

**Memphis Jewish Federation**  
**Statement of Financial Position - Accrual Basis**  
**As of November 30, 2022**

	<i>Unaudited and Preliminary</i>	<i>Unaudited and Preliminary</i>	<i>Audited</i>	<i>Audited</i>	<i>Audited</i>
	11.30.2022	June 30, 2022	June 30, 2021	June 30, 2020	June 30, 2019
<b>Assets</b>					
<i>Cash and Equivalents</i>	2,092,617	1,640,989	2,019,667	1,910,077	1,664,510
<i>Pledges and Other Receivables, net of allowances</i>	3,467,992	3,647,579	4,504,456	2,165,206	2,211,563
<i>Prepaid Expenses</i>	13,508	22,778	8,148	20,021	30,742
<i>Property and Equipment, net of depreciation</i>	199,509	199,509	199,509	238,888	273,733
<i>Investments</i>	19,043,705	18,618,993	22,342,118	18,591,126	17,008,332
<b>Total Assets</b>	<b>24,817,331</b>	<b>24,129,848</b>	<b>29,073,898</b>	<b>22,925,318</b>	<b>21,188,880</b>
<b>Liabilities and Equity</b>					
<i>Accounts Payable</i>	104,368	40,994	59,298	9,058	109,493
<i>Allocations Payable</i>	240,291	1,168,812	1,943,047	2,494,362	2,297,720
<i>SBA PPP Loans Eligible for Forgiveness</i>	-	-	-	172,000	-
<b>Net Assets - Equity</b>	<b>24,472,672</b>	<b>22,920,042</b>	<b>27,071,553</b>	<b>20,249,898</b>	<b>18,781,667</b>
<b>Total Liabilities and Equity</b>	<b>24,817,331</b>	<b>24,129,848</b>	<b>29,073,898</b>	<b>22,925,318</b>	<b>21,188,880</b>

Administration and Fundraising Budget (Detail)

		2020-2021 Budget	2020-2021 Actual	2021-22 Budget	2021-2022 Actual (Preliminary)	2022-2023 Annual Budget	2022-23 Budget YTD	2022-2023 Preliminary As of 11.30.2022	2022-2023 Variance As of 11.30.2022	
<b>INCOME</b>										
Unrestricted Campaign Grant for Admin & Fundraising	N/A	450,000	450,000	500,000	500,000	555,000	231,250	231,250	-	
Unrestricted Campaign Grant for Programming	N/A	460,000	460,000	636,958	636,958	630,026	262,511	262,511	-	
SBA PPP Loan Forgiveness		-	-	57,000	172,000	-	-	-	-	
Lemsky Admin fee	10-3005	108,642	108,642	130,756	130,756	127,012	52,922	52,922	-	
Operating Endowment Fee	10-3005	90,535	90,535	108,963	108,963	105,843	44,101	44,101	-	
Corporate Sponsorship	10-3011	40,000	36,500	40,000	57,500	50,000	20,833	38,500	17,667	Cash Collected
Tributes	10-3111	6,500	8,291	5,000	5,943	5,000	2,083	1,856	(227)	Cash Collected
Event Income (Non-YAD) - A Taste of Israel / Israel @ 75	10-3132	30,000	6,272	30,000	-	65,000	27,083	-	(27,083)	
Miscellaneous Income (e.g. Donations, reimbursements, etc.)	10-3312	11,300	11,373	7,500	11,500	9,820	4,092	123	(3,969)	
Special funding - Yom Hashoah Program	10-3313	-	3,000	-	13,950	5,000	2,083	-	(2,083)	
FEDLED Event Income	32-3321	-	550	-	-	2,500	1,042	3,102	2,060	
Grinspoon Grant for PJ staff	30-3017	1,200	-	1,200	1,200	1,200	500	2,876	2,376	
Meals Program Administrative Management Fee	10-3221	5,000	5,000	5,000	5,000	5,000	2,083	2,083	-	
Scholarship-Management fee	10-3219	1,000	1,000	1,000	1,000	1,000	417	417	-	
Hillel Management Fee	10-3220	15,000	15,000	15,000	15,000	15,000	6,250	6,250	-	
WAFJFS Endowment Marketing Fee	10-	15,000	15,000	15,000	15,000	-	-	-	-	
Prior Year Surplus	N/A	44,375	44,375	-	-	-	-	-	-	
Wish List Gift (2019) Community Wide Professional Development		-	-	10,000	10,000	10,000	4,167	4,167	-	Rollover from 2021-2022
<b>TOTAL REVENUE</b>		<b>1,278,552</b>	<b>1,255,538</b>	<b>1,563,377</b>	<b>1,684,770</b>	<b>1,587,401</b>	<b>661,417</b>	<b>650,157</b>	<b>(11,260)</b>	
<b>Personnel</b>										
Salaries	10-5011	706,488	654,367	914,714	858,291	881,301	367,209	345,969	21,240	
Federal and State Payroll Taxes	10-5013	56,003	43,440	70,433	62,449	68,301	28,459	23,322	5,137	
Medical,Dental,Disability,Life Ins (Assumes 10% Increase)	10-5111	59,773	49,225	64,707	41,217	60,101	25,042	25,866	(824)	
Pension Plan	10-5112	37,210	34,963	39,779	41,487	48,729	20,304	14,322	5,982	
Employee Appreciation	?????	-	-	-	-	2,500	1,042	-	1,042	
		<b>859,474</b>	<b>781,995</b>	<b>1,089,633</b>	<b>1,003,444</b>	<b>1,060,932</b>	<b>442,055</b>	<b>409,479</b>	<b>32,576</b>	
<b>PROFESSIONAL DEVELOPMENT</b>										
Conferences and Meetings	10-5411	10,000	624	15,000	9,902	15,000	6,250	3,793	2,457	
<b>SUPPLIES AND PRINTING</b>										
Office Supplies & General Printing (Letterhead, envelopes, etc.)	10-5211	11,000	8,731	11,000	15,990	13,150	5,479	4,462	1,017	
Computer Maintenance	10-5214	2,750	5,521	2,750	9,637	3,250	1,354	3,513	(2,159)	
JFNA CRM Fees		11,000	28,757	11,000	8,319	11,000	4,583	7,319	(2,736)	
Software Licenses & Outsourced Report Writing	10-5212	12,500	9,758	12,500	16,244	15,000	6,250	4,840	1,410	
Printer Contracts, monthly fees& Maintenance	10-5213	5,800	7,524	5,800	7,135	5,800	2,417	1,708	709	
		<b>43,050</b>	<b>60,291</b>	<b>43,050</b>	<b>57,325</b>	<b>48,200</b>	<b>20,083</b>	<b>21,842</b>	<b>(1,759)</b>	
<b>OCCUPANCY</b>										
MJCC Occupancy	10-5311	52,000	50,224	52,000	51,052	55,325	23,052	23,050	2	
Insurance	10-5312	9,300	9,068	9,300	10,967	10,000	4,167	5,109	(942)	
Controlled Access fees and maintenance	10-5510	1,050	585	1,050	1,720	1,000	417	-	417	
		<b>62,350</b>	<b>59,877</b>	<b>62,350</b>	<b>63,739</b>	<b>66,325</b>	<b>27,635</b>	<b>28,159</b>	<b>(524)</b>	
<b>TELEPHONE, POSTAGE, INTERNET (65/35)</b>										
Telephone	10-5511	3,500	3,310	3,500	2,533	3,300	1,375	1,090	285	
Postage	10-5512	6,200	8,718	6,200	5,791	6,200	2,583	1,836	747	
Internet & Website	10-5519	5,500	3,089	5,500	27,050	5,500	2,292	804	1,488	25k accrued at 6.30.2022
		<b>15,200</b>	<b>15,117</b>	<b>15,200</b>	<b>35,374</b>	<b>15,000</b>	<b>6,250</b>	<b>3,730</b>	<b>2,520</b>	
<b>Marketing (General Branding)</b>										
Advertising	10-5414	5,000	3,606	5,000	1,580	10,000	4,167	3,909	258	
Annual Report (including design, printing and mailing)	10-5612	7,500	10,000	7,500	5,181	7,500	3,125	5,212	(2,087)	
2 Newsletters (including design, printing and mailing)	10-5417	4,500	2,049	4,500	2,360	3,750	1,563	-	1,563	
Design Disciple Retainer	10-5413	24,400	30,000	30,000	37,375	30,000	12,500	12,500	-	
JFS Marketing	10-6019	-	-	15,000	15,000	-	-	-	-	
		<b>41,400</b>	<b>45,655</b>	<b>62,000</b>	<b>61,496</b>	<b>51,250</b>	<b>21,354</b>	<b>21,621</b>	<b>(267)</b>	
<b>Fundraising / Campaign/LOJ/Super Sunday/ETC</b>										
	15-XXXX	<b>65,800</b>	<b>77,537</b>	<b>65,800</b>	<b>73,042</b>	<b>70,000</b>	<b>29,167</b>	<b>33,064</b>	<b>(3,897)</b>	
<b>FEDLED related costs including marketing, printing, etc.</b>										
Engagement Programming	32-6103	2,500	8,229	2,500	5,077	7,500	3,125	4,541	(1,416)	
		<b>2,500</b>	<b>8,229</b>	<b>2,500</b>	<b>5,077</b>	<b>7,500</b>	<b>3,125</b>	<b>4,541</b>	<b>(1,416)</b>	
<b>Programming and Community Impact (includes marketing)</b>										
Costs for Administering Grants (copying, meeting expense - i.e., Food)	37-6200	1,000	-	1,000	244	1,000	417	334	83	
Task Forces (Senior Services, Teen Professionals, Special Needs ,etc.)	37-6201	1,000	-	1,000	140	1,000	417	-	417	
Lion of Judah (Programming)		-	-	8,323	8,324	-	-	-	-	
Holocaust Remembrance	37-6202	7,500	11,779	13,324	14,074	13,500	5,625	-	5,625	
Newcomers	37-6203	2,000	(800)	2,000	1,257	2,000	833	904	(71)	
Israel Advocacy (mostly marketing and possibly a program)	37-6204	2,000	1,552	2,000	1,014	2,000	833	500	333	
CRC - dues for Israel Action Network, JCPA, interfaith activities, etc.	37-5635	5,000	21	5,000	24,281	5,000	2,083	313	1,770	
General Program expense	37-6205	7,500	12,093	7,500	12,196	10,000	4,167	4,442	(275)	
Professional Development	37-????	-	-	10,000	10,000	10,000	4,167	4,167	4,167	Note 2021-22 Budget rolls forward to 2022-2023
Isolated Seniors Program	37-4521	11,000	10,626	11,000	10,449	11,750	4,896	3,979	917	
A Taste of Israel / Israel @ 75	37-6211	35,000	19,062	35,000	-	70,000	29,167	-	29,167	
		<b>72,000</b>	<b>54,333</b>	<b>96,147</b>	<b>81,979</b>	<b>126,250</b>	<b>52,604</b>	<b>10,472</b>	<b>42,132</b>	
<b>Leadership Development (including General Assembly )</b>										
	10-5622	<b>2,000</b>	<b>6,178</b>	<b>15,000</b>	<b>39</b>	<b>20,000</b>	<b>8,333</b>	<b>7,302</b>	<b>1,031</b>	
<b>OTHER EXPENSE</b>										
Annual Meeting	10-5611	1,500	2,760	1,500	2,071	2,500	1,042	407	635	
Auditing	10-5613	21,000	24,514	21,000	39,469	25,000	10,417	-	10,417	
Dues and Subscriptions	10-5619	2,000	823	2,000	1,178	2,000	833	554	279	
Capital Reserve/Community Ed	10-5630	10,000	-	10,000	-	10,000	4,167	-	4,167	
Bank Fees/Credit Card	10-5513	14,000	10,055	14,000	9,685	14,000	5,833	3,817	2,016	
Miscellaneous	10-5627	2,000	332	2,000	104	2,000	833	(892)	1,725	
Endowment Support	10-5633	4,500	8,151	4,500	8,151	8,151	3,396	8,151	(4,755)	
Office Enhancements	10-5317	2,500	-	2,500	3,431	5,000	2,083	-	2,083	
Worker's Compensation	10-5015	2,500	2,006	2,300	2,255	3,100	1,292	725	567	
WTD / Contract Acctg / Retirement Plan Services	10-5016	18,000	19,652	19,000	19,886	20,000	8,333	9,700	(1,367)	
Recruiting	10-5412	-	9,439	-	6,170	-	-	-	-	
Community Participation and Outreach (Tables, Ads, Etc)	10-5520	7,500	2,572	7,500	6,865	15,000	6,250	1,000	5,250	
		<b>85,500</b>	<b>80,304</b>	<b>86,300</b>	<b>99,065</b>	<b>106,751</b>	<b>44,480</b>	<b>23,462</b>	<b>21,018</b>	
<b>TOTAL ADMINISTRATIVE EXPENSES</b>		<b>1,259,274</b>	<b>1,190,140</b>	<b>1,552,980</b>	<b>1,490,482</b>	<b>1,587,208</b>	<b>661,337</b>	<b>567,465</b>	<b>93,872</b>	
<b>Net Surplus/(Deficit)</b>		<b>19,278</b>	<b>65,398</b>	<b>10,397</b>	<b>194,288</b>	<b>193</b>	<b>80</b>	<b>82,692</b>	<b>82,612</b>	

**Memphis Jewish Federation**  
**Comparison of Campaign Collections at Same Monthly Cut-off**  
**As of 11.30.2022**

<b>Date of Measurement</b>	<b>Campaign Year</b>	<b>Pledge Totals</b>	<b>Uncollected Balance</b>	<b>Percentage Collected</b>
11.30.2022	2022	3,885,697.70	973,523.61	74.95%
		491,523.00	-	Ukraine
		3,394,174.70	973,523.61	71.32% Adjusted for Ukraine
11.30.2021	2021	3,440,046.60	1,308,597.15	61.96%
11.30.2020	2020	3,276,665.48	1,213,294.71	62.97%
11.30.2019	2019	3,475,090.31	1,269,463.60	63.47%
11.30.2018	2018	3,483,648.93	Not available due to conversion	
11.30.2017	2017	3,389,415.01	1,378,449.62	59.33%



MJF Board Meeting  
Campaign Update  
January 24<sup>th</sup>, 2022

### **Annual Campaign Total**

- \$2.6 million

### **Unrestricted Total**

- \$2.1 million

### **Women's Impact Event**

- Over 250 women attended
- Over 100 women made new gifts or increased their annual campaign contributions
- \$13,299 specifically from new gifts, increases, and jewelry sales at the event

### **Lion of Judah**

- 5 new Lions (4 step-up)
- 3 new LOJE
- 4 new Forever Lions

\*all stats as of January 17, 2023



# Community Research Insights: Memphis

DECEMBER 2022



# Methodology



On behalf of the Memphis Jewish Federation and The Jewish Federation of North America, Benenson Strategy Group conducted N=256 interviews with Jewish respondents in the Memphis area from September 7<sup>th</sup> –December 2<sup>nd</sup>, 2022.



15 minute  
SMS survey / Postcards to SMS



N=256 interviews with  
Jewish adults living in  
**Memphis**



Drawn from a representative  
sample of Jewish people  
across the community

## Assessing:

**1**

Values and  
Attitudes

**2**

Jewish  
Engagement

**3**

Local Federation  
Perceptions

**4**

Community Awareness  
and Needs

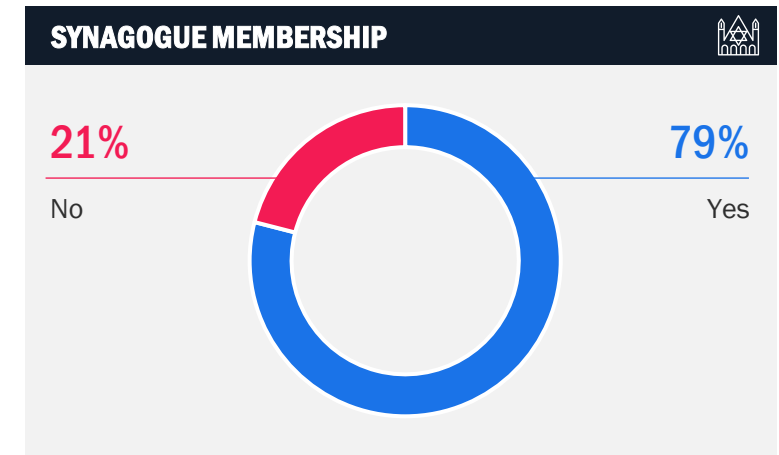
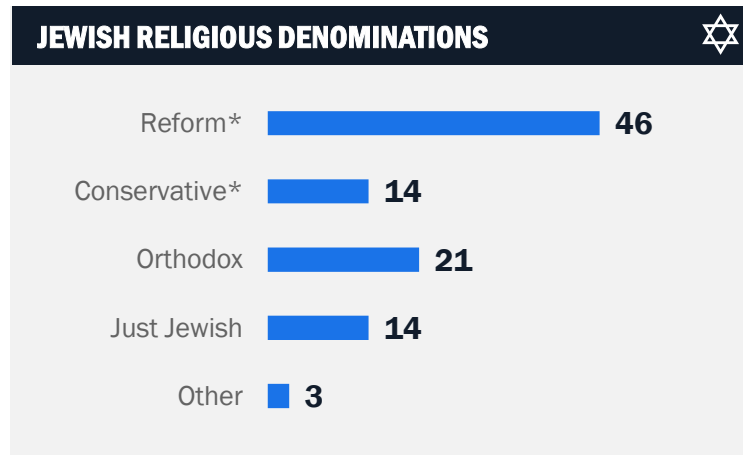
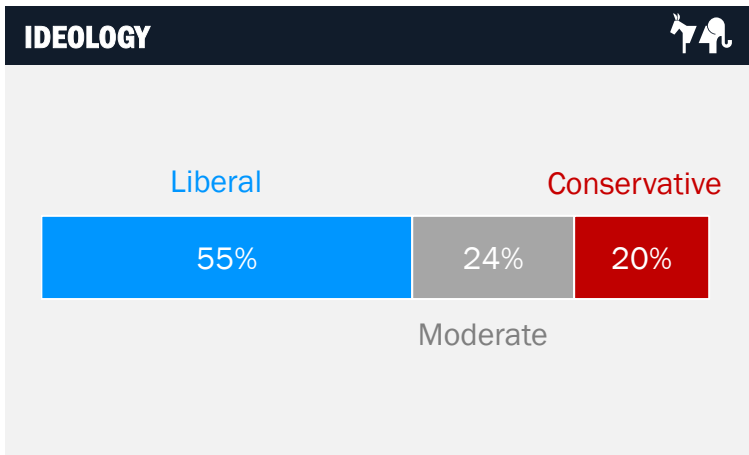
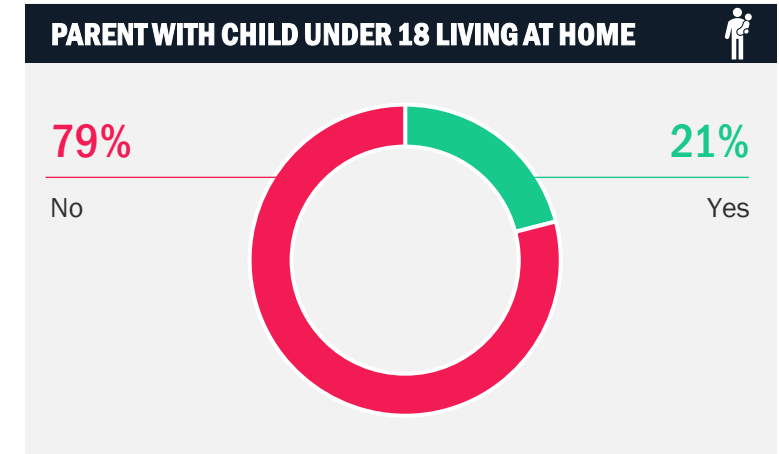
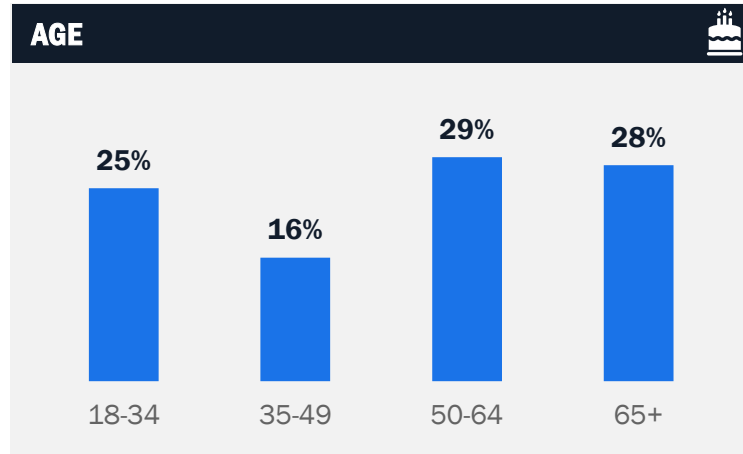
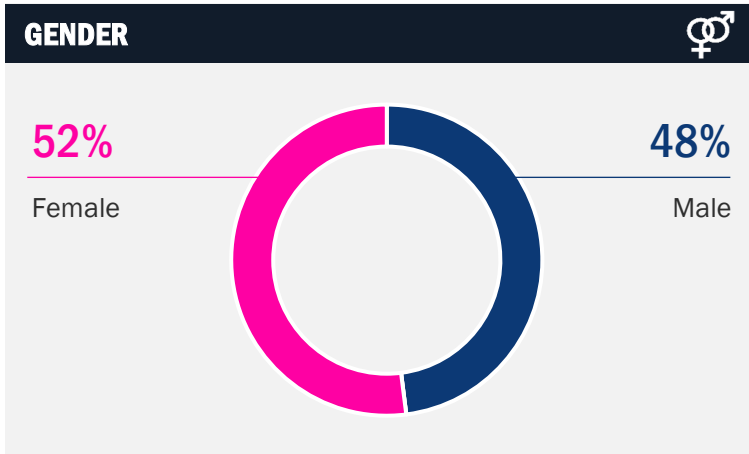
**5**

Market Specific  
Questions

Overall margin of error is  $\pm 6.12\%$  and is higher among subgroups. Note: answer choices may not add to 100 due to rounding.



# Snapshot of Key Groups From the Survey We Conducted

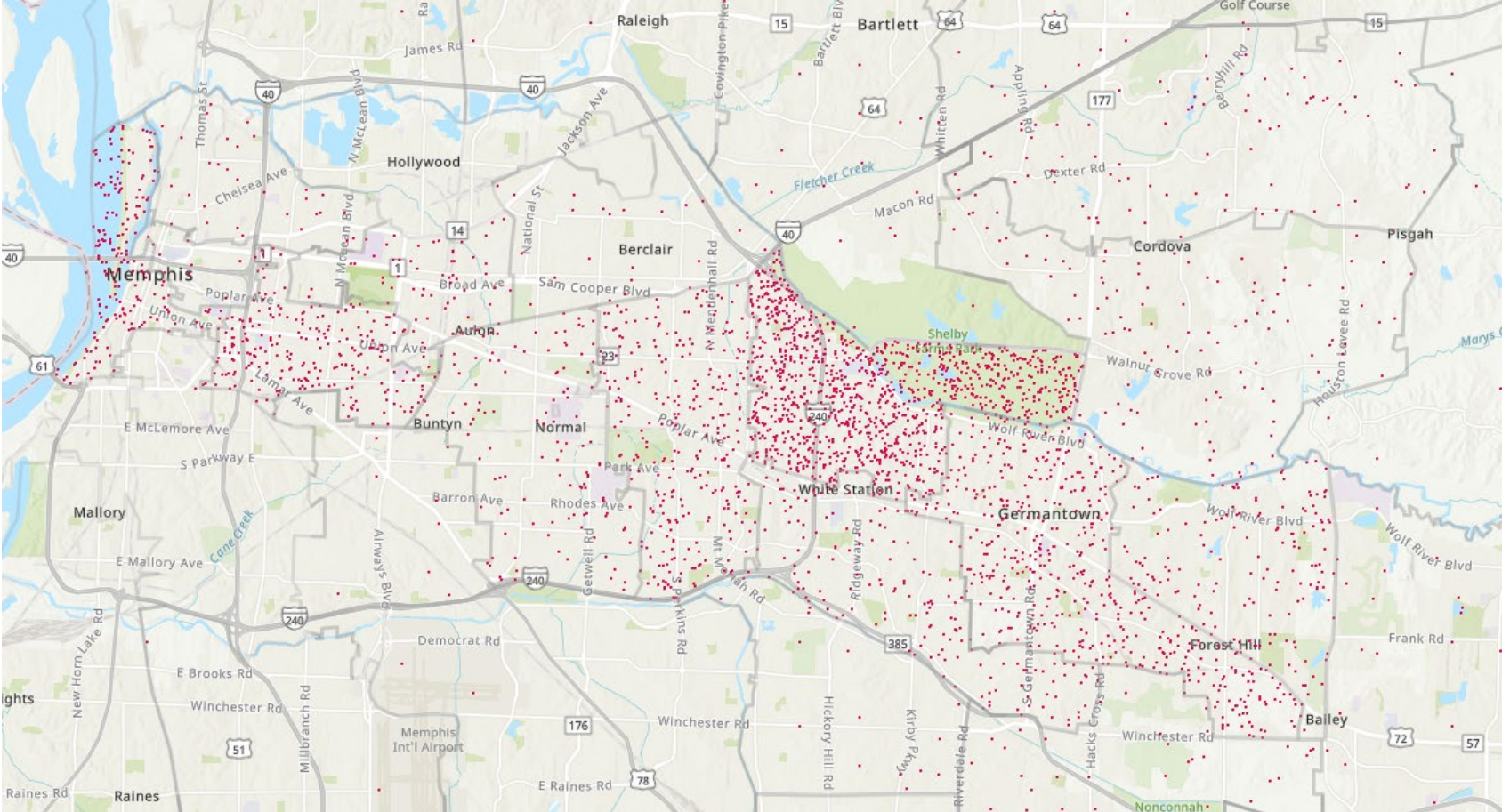


\*Note we only call out Reform, Conservative and Orthodox throughout the deck – due to small base sizes, we can't break out Just Jewish.

Note: this is someone in the household (TOTAL YES) belongs to a synagogue



# 2022



# Key Findings



- Satisfaction with the Jewish community in Memphis is high (2 in 5 Jews are very satisfied) and almost 2 in 3 are engaged with their local Jewish community.
  - ✓ Many Jews value connecting with and supporting their local community and feel they are a part of it.
  - ✓ They give the community credit for its religious services, unity, and wide-breadth of activities —but many feel the community could be more welcoming, especially to newer members and more secular Jews.
  - ✓ They want more activities that promote connection and can appeal to both secular and religious Jews, informal social events to better connect with members of the community, age specific programming for both youth and senior Jews, and improved access to Kosher foods.
- Memphis Jews are very familiar with the Memphis Jewish Federation and agree that the Federation supports the Jewish community.
  - ✓ Among those aware, 3 in 4 have engaged in the past with the Federation, with 6 in 10 having engaged in the past year.
- Many Jews would recommend the Memphis Jewish Federation’s programs, but more work could be done to promote youth-focused groups.
  - Seniors and children are the population the community feels are the most well-served, but more work could be done for interfaith families and special needs individuals.
  - Jews expect the Federation to primarily focus on combating antisemitism and continuing to grow the local community.



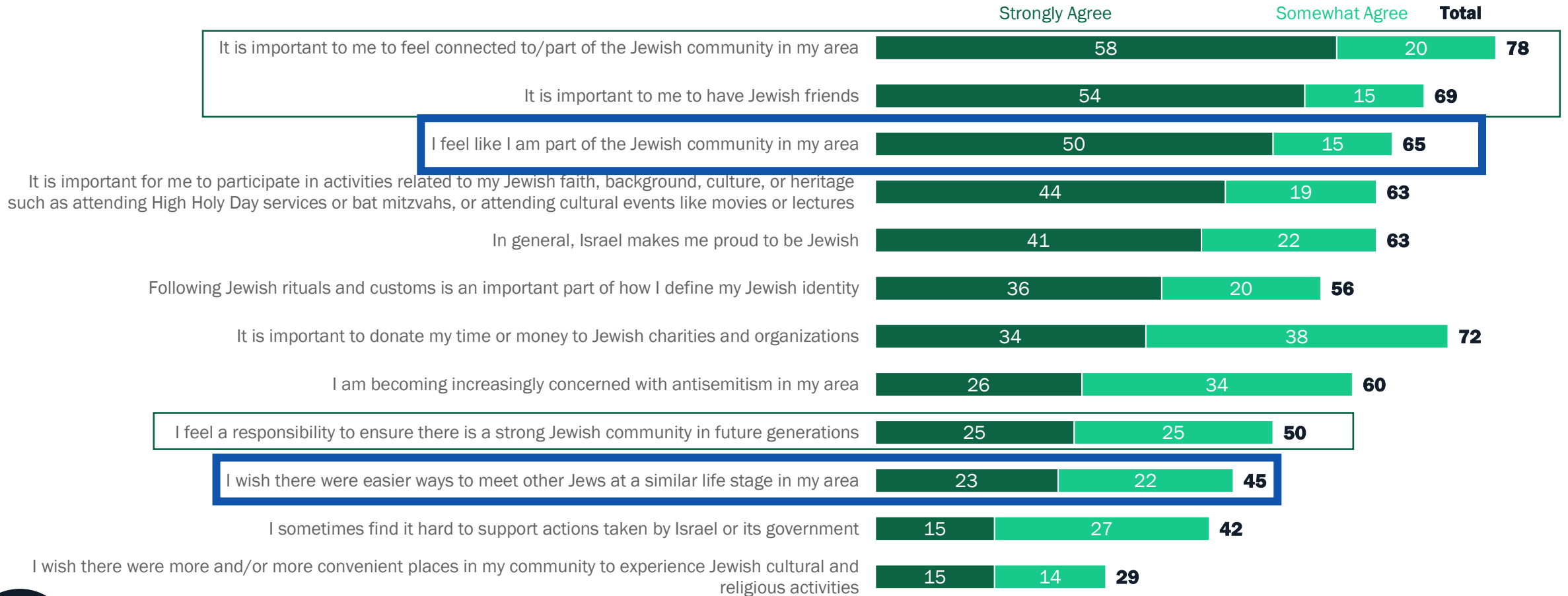


# **Jewish Values & Community**

# Memphis Jews especially value the connection to the Jewish community in the area but are less likely to feel a responsibility to ensure this connection transcends

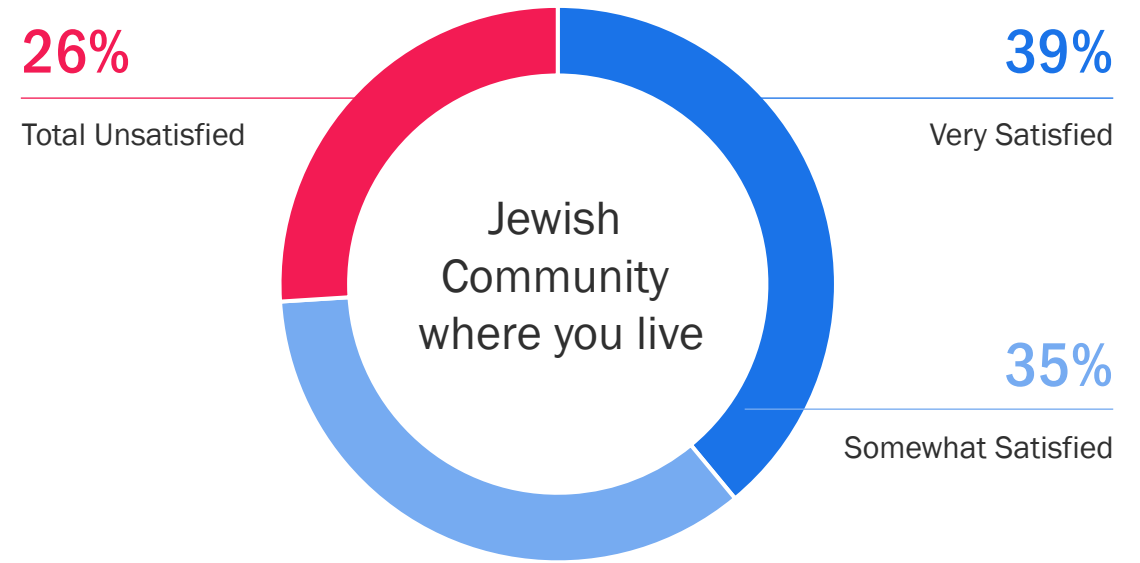
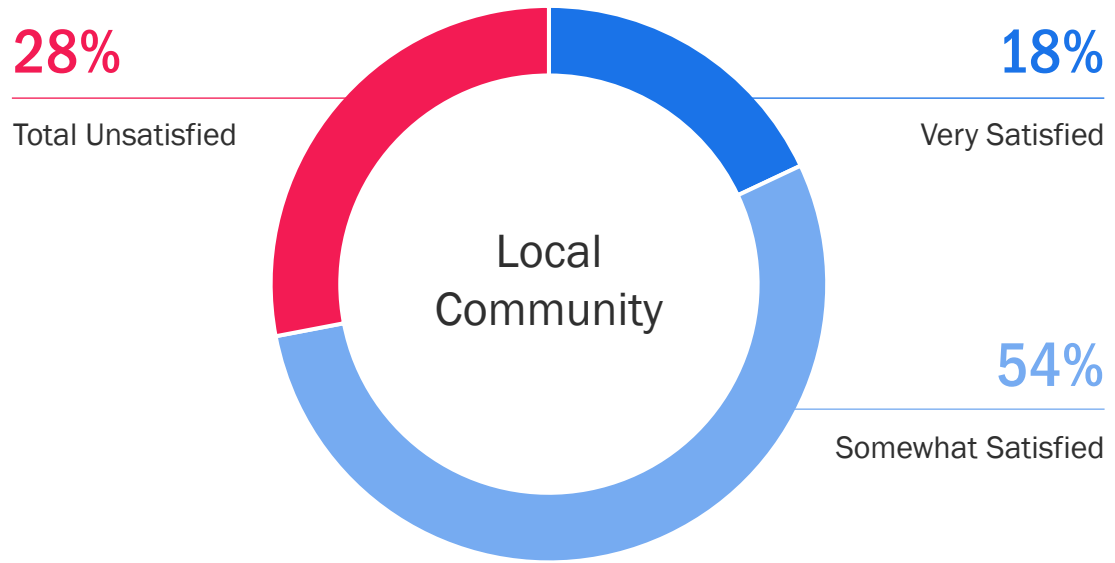


## AGREEMENT WITH JEWISH VALUES



# Jews in Memphis are much more likely to be very satisfied with the Jewish community than they are with the community at large in Memphis

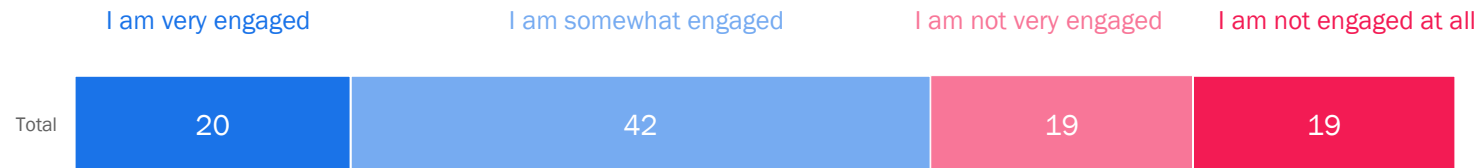
**SATISFACTION**



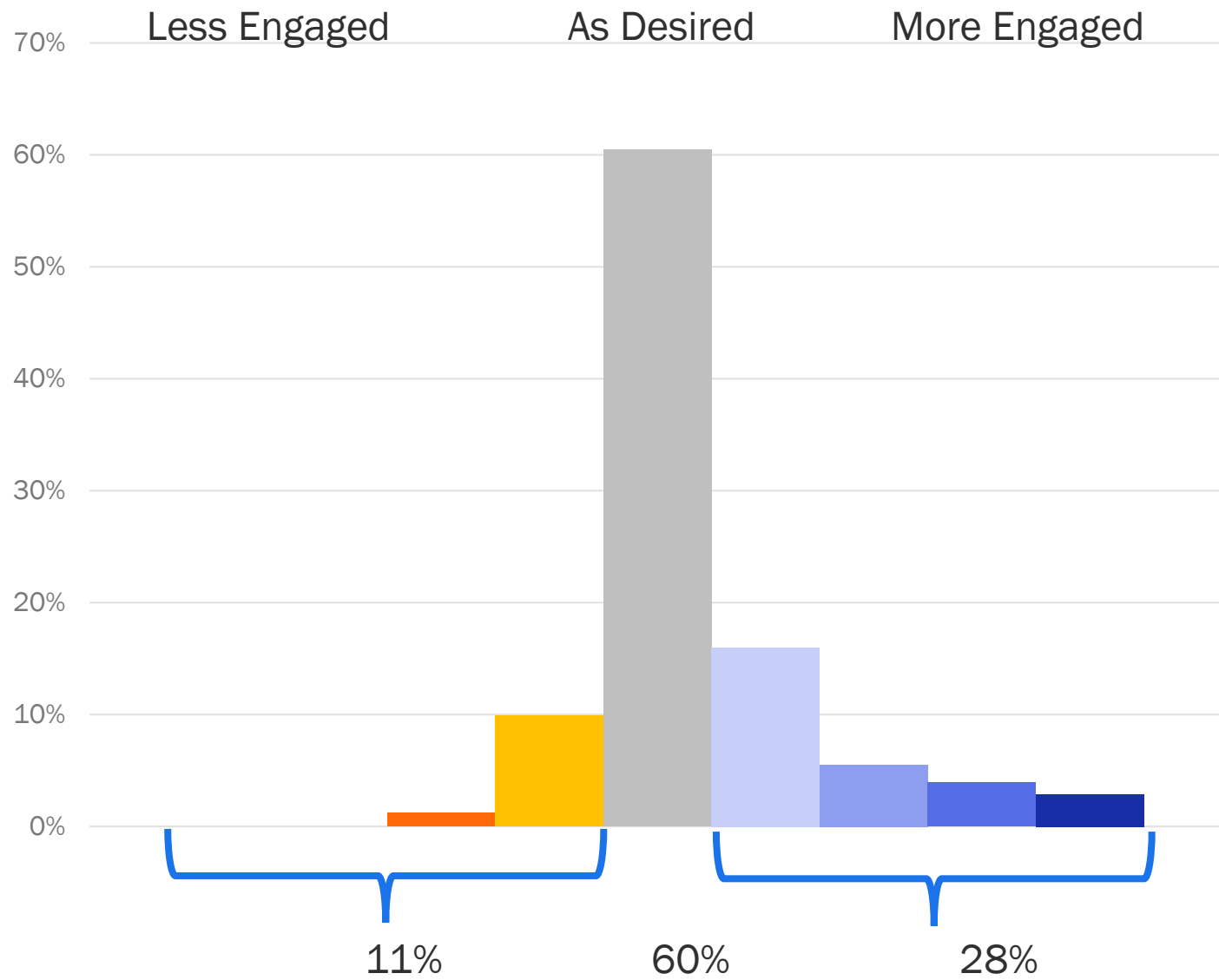


# Almost 2 in 3 Jews are engaged with their local Jewish community; but there is room for improvement as only 1 in 5 are ‘very engaged’

## ENGAGEMENT WITH THEIR LOCAL JEWISH COMMUNITY IN PAST YEAR

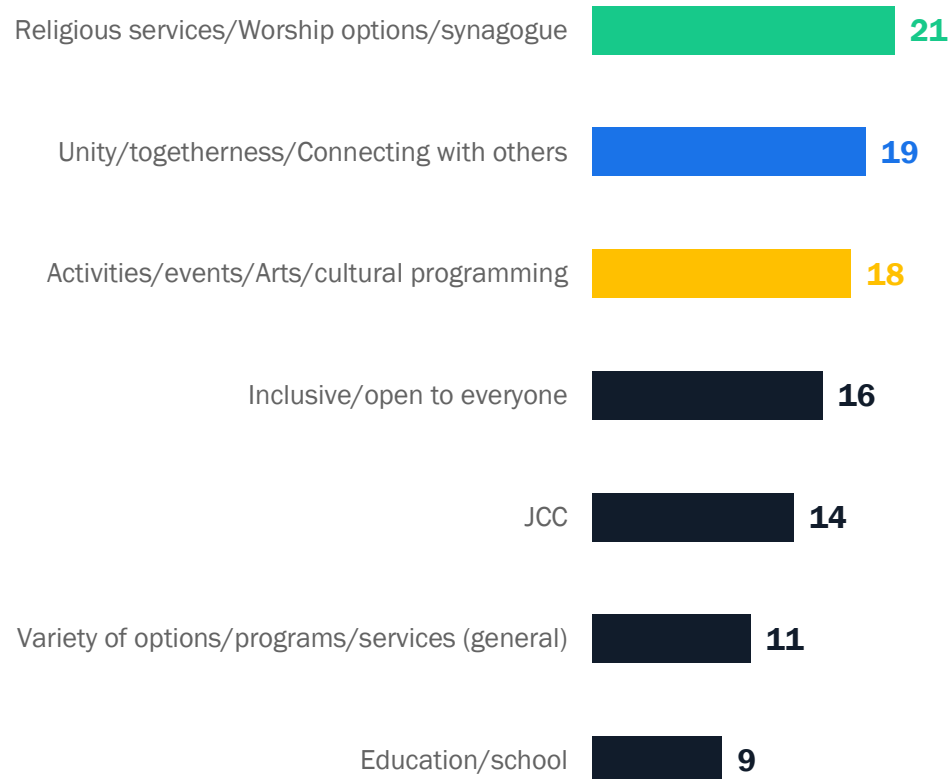


# Difference between desired connection to community and perceived connection



# Some Jews give the Jewish community credit for its religious services, unity, and activities & events...

## JEWISH COMMUNITY STRENGTHS



### Religious Services/Options

“We maintain a **good spectrum of congregations** that span the range of Jewish observance. Our synagogue supports both Jewish and secular non-profit organizations and **offers a good range of Jewish cultural opportunities** in music and the arts.” – Male, 47

“Our religious spaces are amazing and **create an engaging place to worship** and meet other Jews.” – Male, 70

### Unity/Connecting

“The Jewish community in Memphis is very **intimate and close knit**. It supports its institutions well and **provides a safe place** for meetings, exercise, summer camps, and more.” – Female, 49

“There are many opportunities to come together, either in person or online. I treasure the fact that **the different congregations and JCC welcome all people to their activities**.” – Female, 72

### Activities/Events

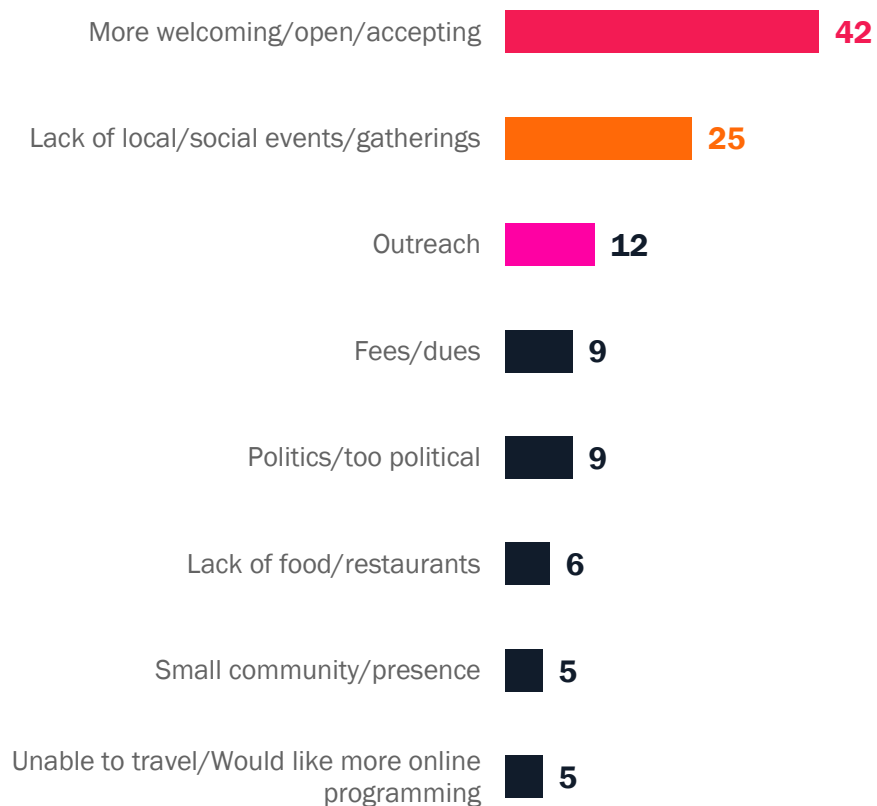
“The federation brings the community together for special events and rallies. It tries to **connect and engage people** at all stages of life with a shared community calendar. The Federation is a **conveyor and attempts to address critical needs in our community**.” – Female, 60

“There are **always ways to engage** - activities, events, programs. You can be as involved as you want to be.” – Female, 48

Showing 5% and above

# ...but the Jewish community, including the Federation, could work to be more welcoming to different congregations and promote more social events

## JEWISH COMMUNITY WEAKNESSES



### Not as welcoming

“The Reform Jewish community in Memphis feels very exclusive and unwelcoming for young people without the right connections and friends. Everyone knows everyone already and it is very cliquy, especially if your parents aren't or weren't close friends with other parents.” – Female, 25

“I just don't feel part of the community here as if I don't fit in as well as I did when I lived in other parts of the United States.” – Male, 55

### Lack of local events /gatherings

“I think there could be more cross congregational community events. I would like to see events that are completely non-political or surrounding a bias toward a political agenda.” – Female, 55

“I'd like to see more cross congregational events that are strictly regarding Jewish holidays, rituals and customs. Maybe even some thing just for fun like a charity drive where all the proceeds go to a Jewish hospital or agency.” – Female, 26

### Outreach

“We do not have enough young adult events that reach out beyond the basic circle. The community is not necessarily nice to transplants, only if you have lived here your whole life.” – Female, 33

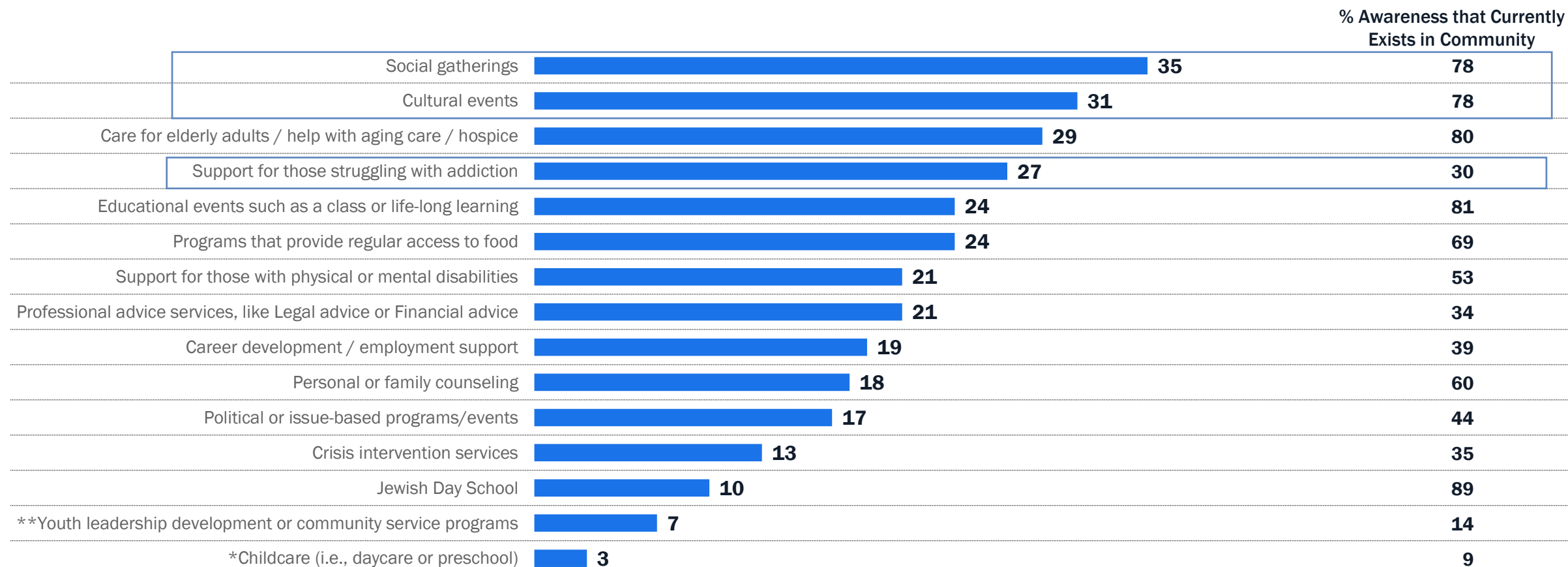
“We don't outreach enough to jews of all parts of the community. There are too many cliques in the circle and once you leave the JCC or synagogue you are cut off from all events.” – Male, 68

Showing 5% and above



# In fact, Memphis Jews long for even more social and cultural gatherings – Importantly, while many want the community to offer support to those struggling with addiction, few are aware of such programs being offered

## WHAT THE JEWISH COMMUNITY WANTS MORE OF



\*Indicates it was only asked to parents of children younger than kindergarten and % shown is based only off this group; has low base size and should be considered directional

\*\*Indicates it was only asked to all parents and % shown is based only off this group; has low base size and should be considered directional

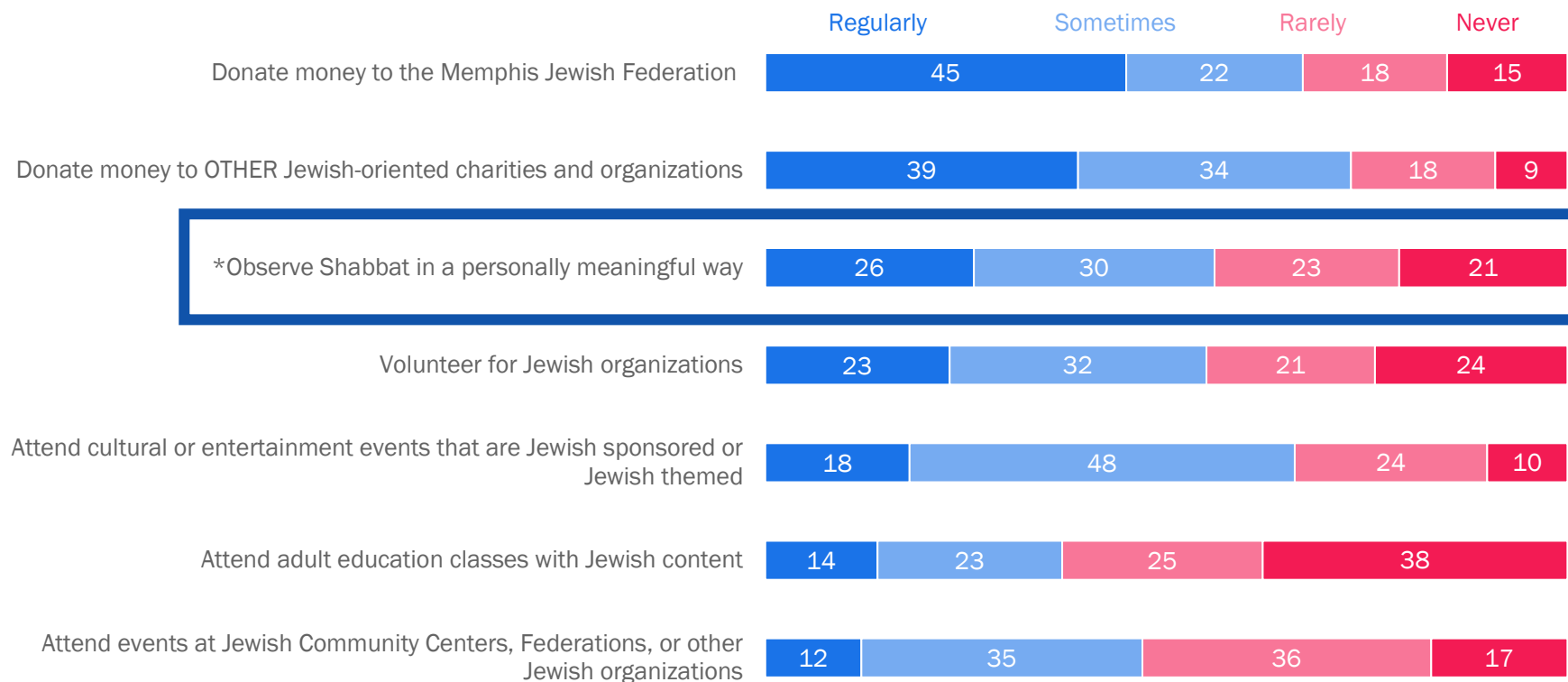
26. Thinking about what you and/or your community needs the most, please indicate which activities, resources, services, or events you would like to see more of offered in your community. Please select up to five options. / 24. Regardless of your participation, which of the following, if any, are OFFERED by your local Jewish community, Jewish organizations, or Jewish groups?



# Donating to both the Memphis Jewish Federations and other federations are the most popular forms of engagement, and over 6 in 10 of those who volunteer do so through their synagogue

## FREQUENCY OF JEWISH ENGAGEMENT

In a typical year



## Top Places/Organizations for Volunteering

Among those who volunteer Sometimes/Regularly

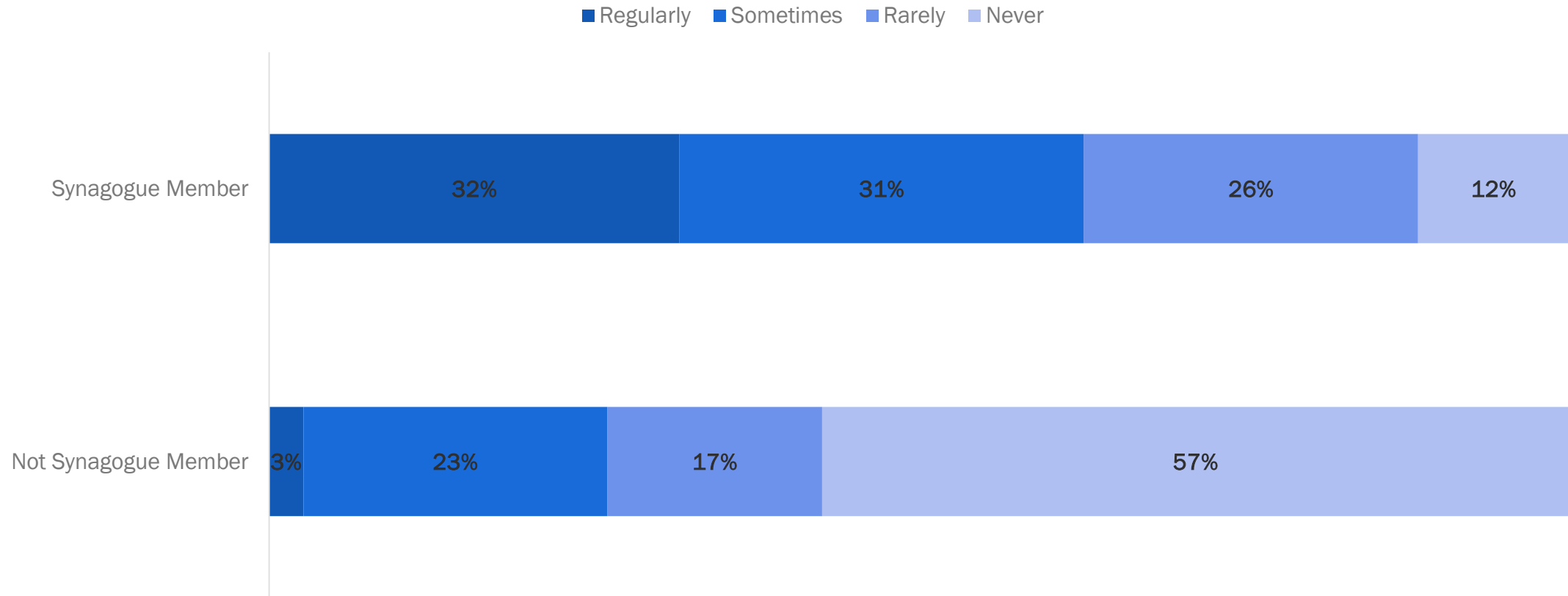
Temple/synagogue	<b>63%</b>
School	<b>31%</b>
JCC	<b>18%</b>
Jewish Federation	<b>11%</b>
Jewish Home	<b>11%</b>
Brotherhood	<b>6%</b>
Jewish Community Partners	<b>5%</b>
Sisterhood	<b>5%</b>

Showing above 5%

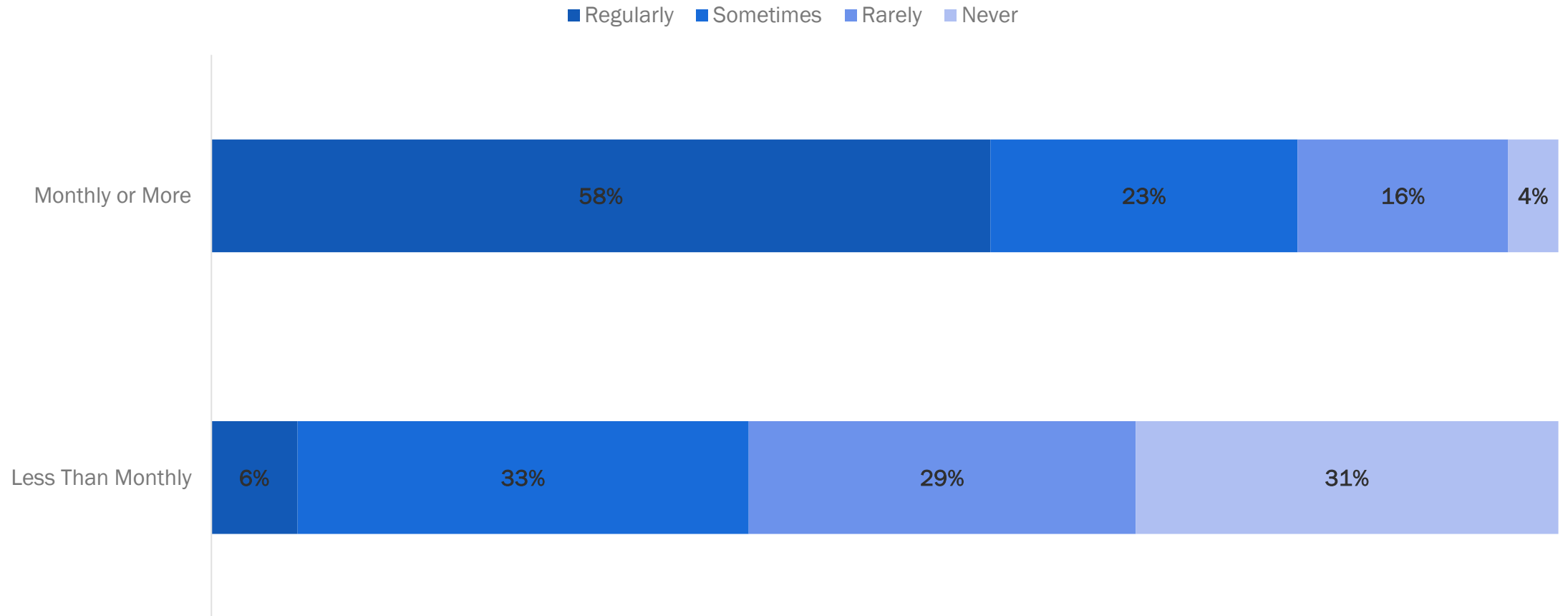
\* Indicates it was asked about the past year, not a typical year

18. In the past year, how often did you or anyone in your household observe Shabbat in a personally meaningful way? / 22. In a typical year, how often do you or anyone in your household do any of the following: / 23. Please list the Jewish organizations you volunteer with sometimes or regularly. OPEN END

# Personally Meaningful Shabbat Practice by Synagogue Membership



# Personally Meaningful Shabbat Practice by Service Attendance





Memphis

# In the end, the community looks forward to more opportunities to get to know others and feel welcomed, in addition to age-specific programming and access to kosher food

## OTHER ACTIVITIES WANTED TO BE OFFERED

### Activities/gatherings- 13%

“Anything to **make me feel welcomed**. Social events would be best as a place to go and a way to connect over religious and social events. A dinner for us too would be great. I just want to **gather and meet more people**.” – Female, 66

“**‘Getting to know you’ events** - Sunday breakfast or brunch for all denominations or a bridge/Mah-Jong monthly tournament. Primarily things that are **free or inexpensive**.” – Female, 75

“Programs for building **strong community relationships** across groups, whether it be across age gaps or religious denominations we **tend to keep to our own social groups** and we need more activities for all parts of the community.” – Male, 63

“More events that **do not have a particular religious message** attached to it, but still holds significance and appeal to the secular Jewish community.” – Male, 73

### Youth Engagement- 7%

“Activities that support the **physical, mental and emotional needs** of children and young adults.” – Female, 31

“More **engagement for children between toddler and teen**, such as elementary. One possibility is after school or summer arts programs.” – Female, 47

“More groups to **keep teens busy** like political discussions or educational events about Israel. Other options could be Jewish pride programming.” – Female, 65

“I want my child to be **more independent and more comfortable with the community**, the best way to do that is to allow kids to have individual memberships to the JCC and include them more in community events or have their own groups.” – Female, 61

### Food/Kosher certification- 4%

“Would love access to more kosher food and/or kosher restaurant. **Food accessibility is very difficult** in the community, and we need more kosher options at all events.” – Female, 45

“I want access to **kosher food at the MJCC**, or a kosher private restaurant somewhere in the area nearby.” – Male, 79

### Activities for older Jews/seniors- 3%

“In the past, more events for seniors were offered by the JCC, **especially social events**. We need more activities for seniors and those without family in Memphis.” – Female, 59

“**Programming for people in their 50’s and 60’s** like Chavurahs. Classes for pickleball offered in the evening or trips for older adult travel groups.” – Male, 53

Showing 3% and above

A photograph of a blue banner with the text "MEMPHIS JEWISH FEDERATION" and a logo. The banner is slightly out of focus. A white text box with a thin black border is overlaid on the banner, containing the text "Jewish Federation Deep Dive" in a bold, white, sans-serif font. The background of the banner is a solid blue color, and the text is in a lighter blue or white color. The logo is a circular emblem with a menorah inside.

# Jewish Federation Deep Dive



# Memphis Jews have a high level of familiarity with the Memphis Jewish Federation, and among those who are familiar, over 8 in 10 agree that it is supporting the Jewish community...

## FAMILIARITY WITH THE MEMPHIS JEWISH FEDERATION



## AGREEMENT WITH THE MEMPHIS JEWISH FEDERATION'S SUPPORT OF JEWISH COMMUNITY

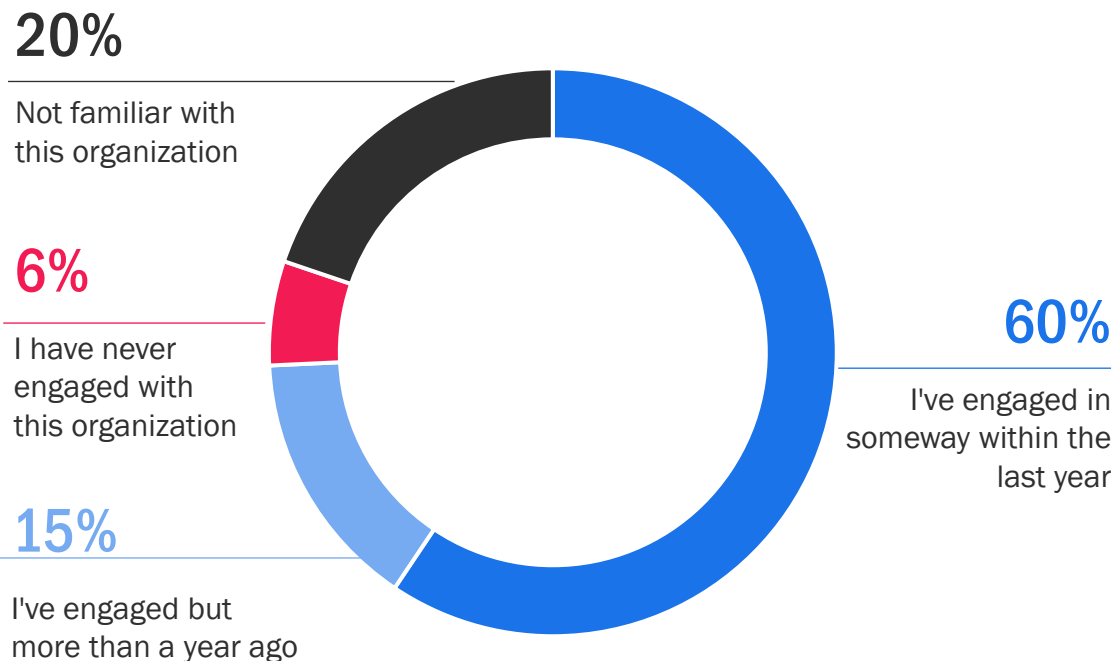
*Among those Familiar*



# ...And the Memphis Jewish Federation effectively translates that familiarity into engagement, with 3 in 4 engaging with the Federation in the past

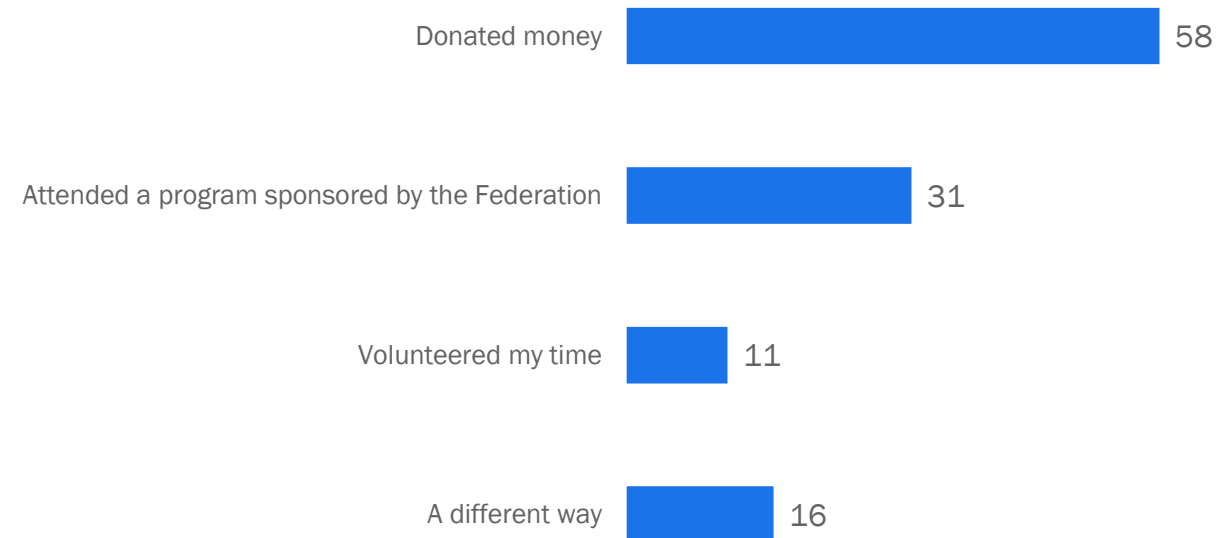
## ENGAGEMENT WITH THE MEMPHIS JEWISH FEDERATION IN PAST YEAR

Among Total



## HOW THEY HAVE ENGAGED WITH THE MEMPHIS JEWISH FEDERATION IN PAST YEAR

Among those who have engaged within the last year



30. Please indicate in which ways, if any, you have engaged with the Memphis Jewish Federation in the past year. If you have engaged with them but only more than a year ago, or have never engaged with them before, please just indicate that.

# Among those who don't engage with the Jewish community, lack of time and inclusion are barriers preventing them from engaging

## BARRIERS TO ENGAGEMENT

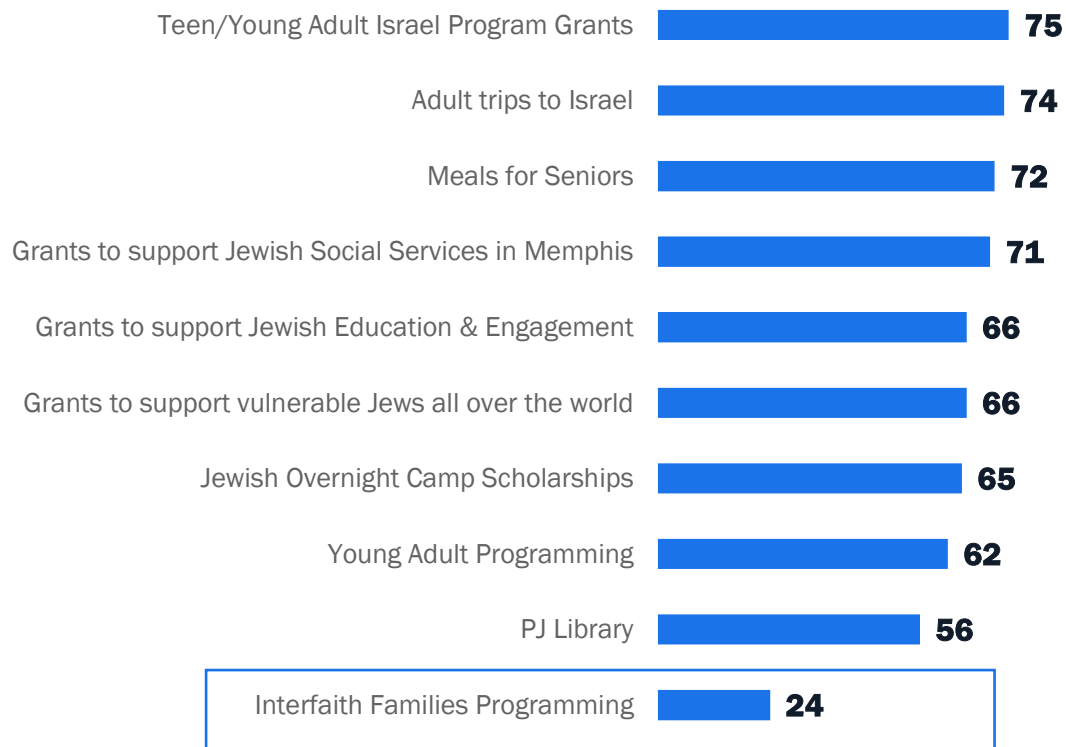
Among Total



# More programs or activities that encourage inclusion can help address some of these barriers – Notably, programs offered by the Federation are well known by the community

## AWARENESS OF THE MEMPHIS JEWISH FEDERATION'S PROGRAMS

Among those Familiar



## TOP 3 OTHER "WANTS" TO INCREASE ENGAGEMENT

### Events/ gatherings– 6%

“Continued efforts to bring our community to more shared experiences and learn more about one another.” – Female, 37

“We need more interactive programming. We could support our local sports teams, host crafts nights, festivals, or get the community involved in an outreach event.” – Female, 55

### Outreach– 4%

“Most of what I know about the organization comes to me via the Hebrew Watchman weekly paper. We need more avenues to get more members.” – Female, 53

“Maybe if there was email sent out from the Federation to the entire community that lists simple activities you could take part in to help Jewish people within the community.” – Male, 27

### Inclusivity–4%

“Programming for specific life stage groups. Especially seniors and other groups that aren’t as welcome within the community.” – Female, 52

“Ways to connect with people who may not belong to a synagogue but have a cultural connection. Be more welcoming, especially to secular parts of the Jewish community.” – Male, 47

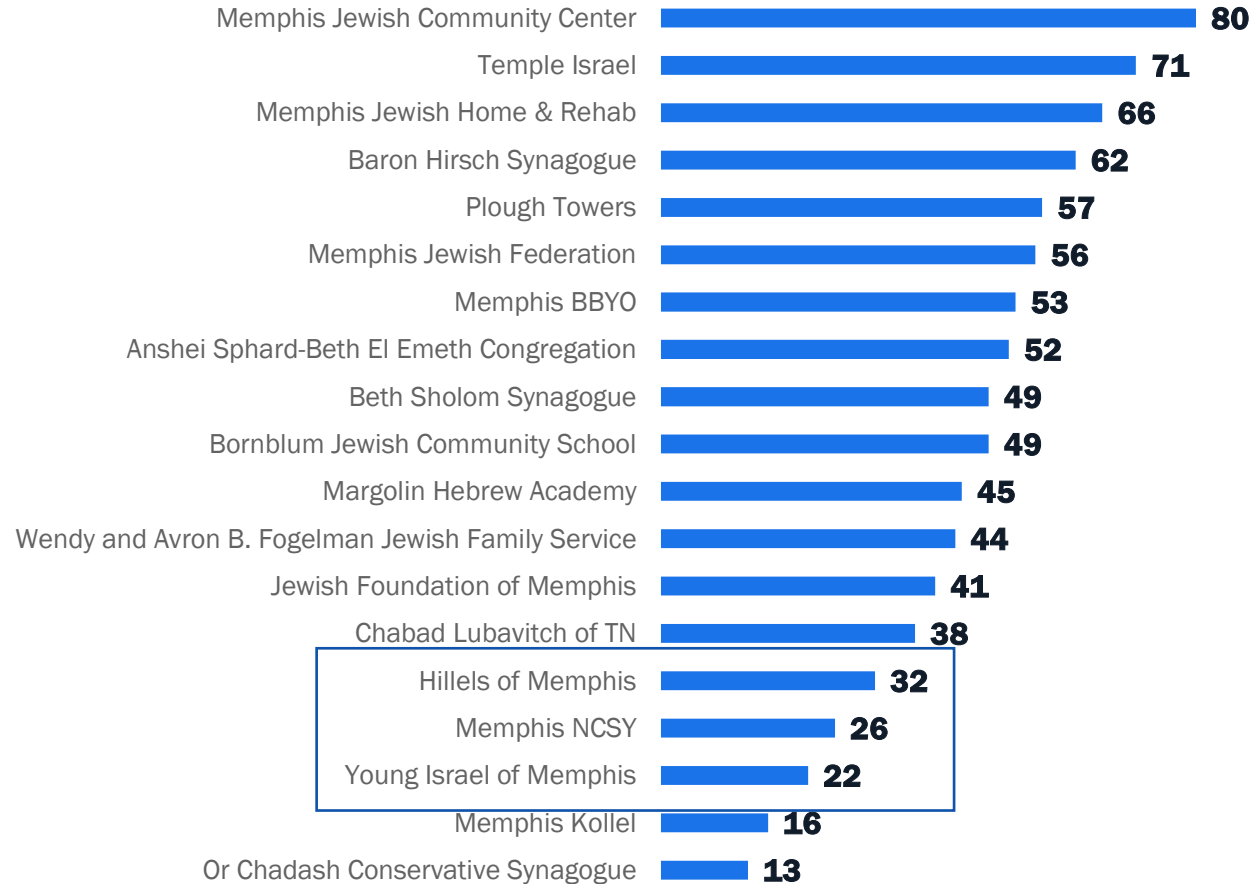
An aerial photograph of a city at sunset. The sky is a mix of orange, yellow, and blue. In the foreground, a baseball field with a green field and brown infield is visible. The city is filled with various buildings, some with red roofs. A large stadium with a white roof is visible in the background. The text "Community Specific Questions" is overlaid in a black box in the center of the image.

# Community Specific Questions

# Many Jewish organizations are well received by Jews in Memphis; although more can be done to promote youth-focused organizations



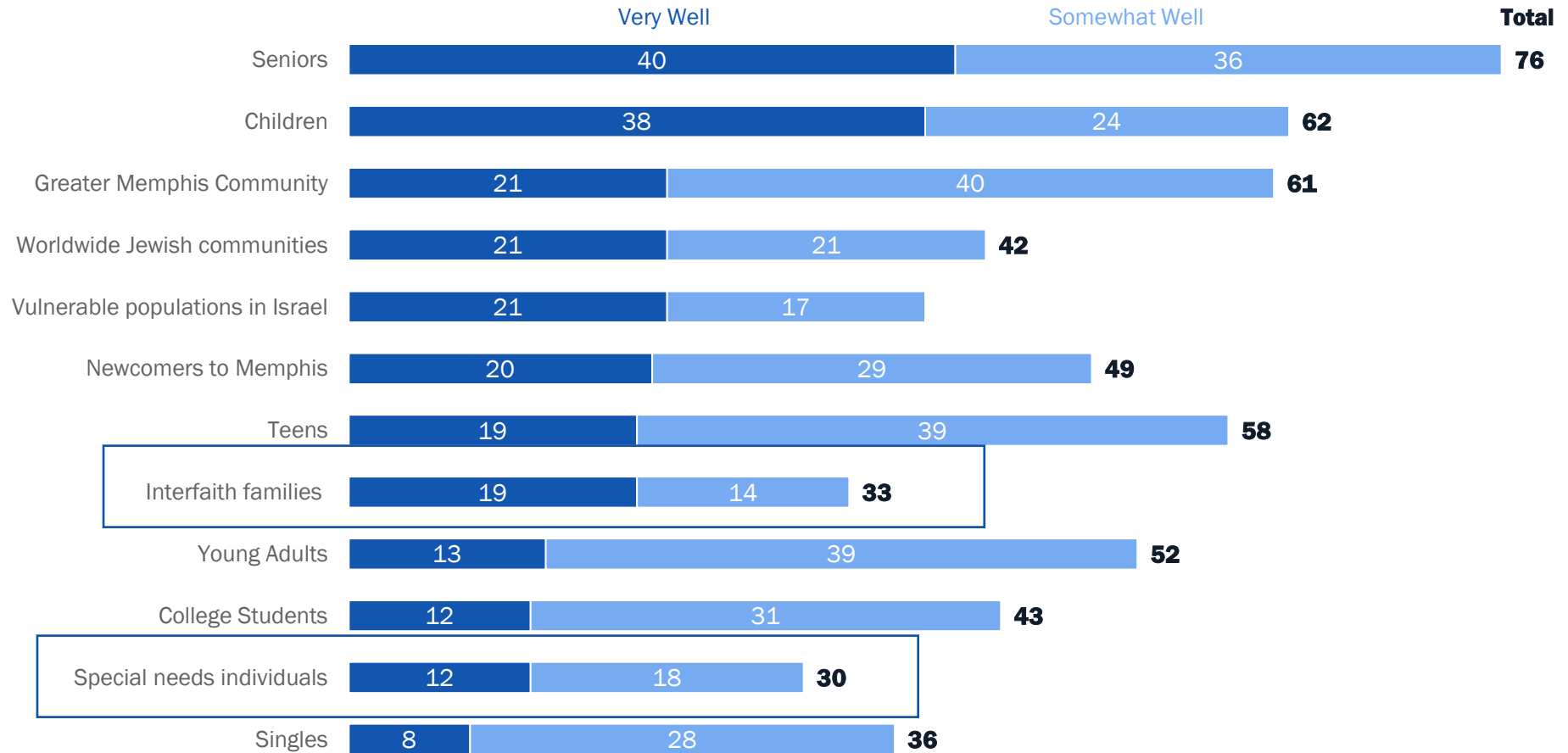
## COMMUNITY RECOMMENDED PROGRAMS



# Seniors and children are the most well serviced communities, but more work can be done to bolster support for interfaith families and special needs individuals



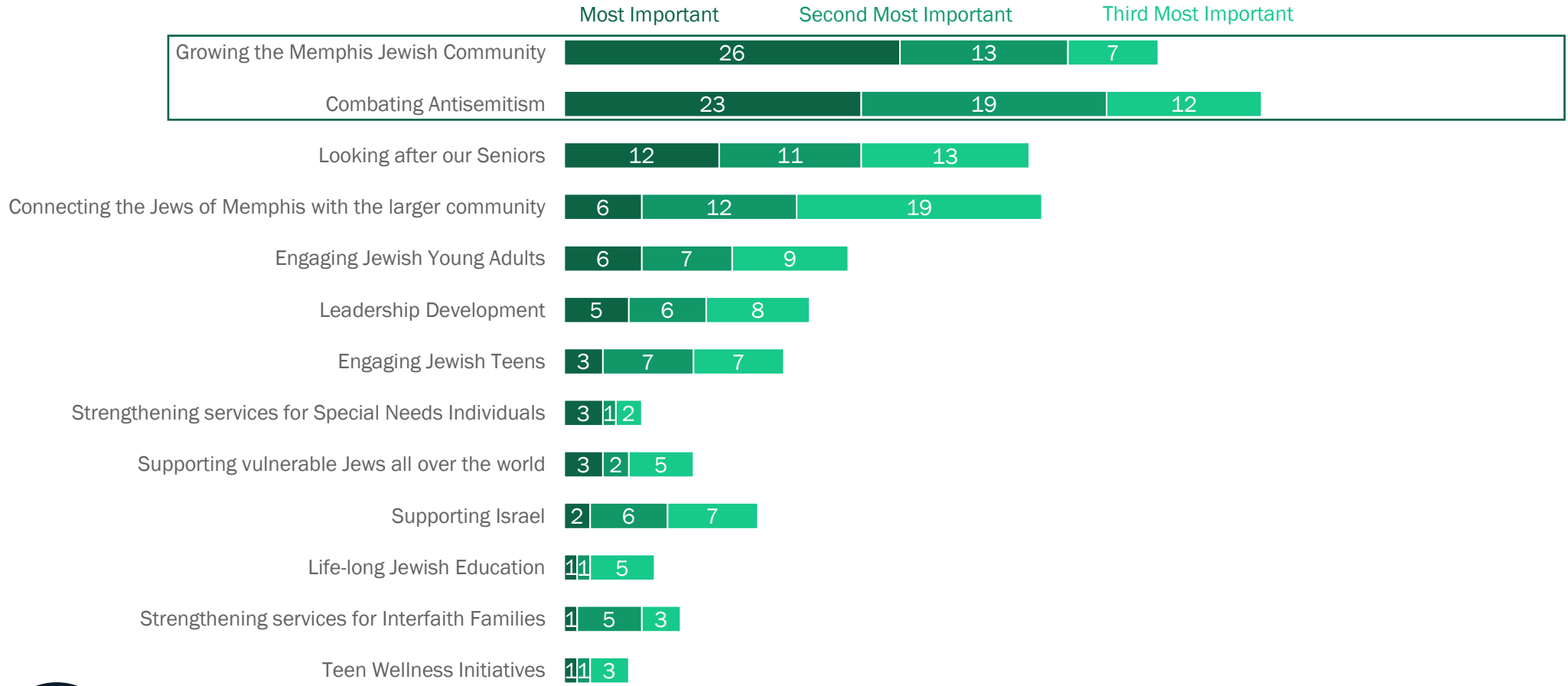
## HOW WELL THE MEMPHIS JEWISH COMMUNITY SERVES



# Combating antisemitism and growing the local community rank among the most important areas to focus on



## AREAS THE MEMPHIS JEWISH FEDERATION SHOULD FOCUS ON





# Jewish Demographics

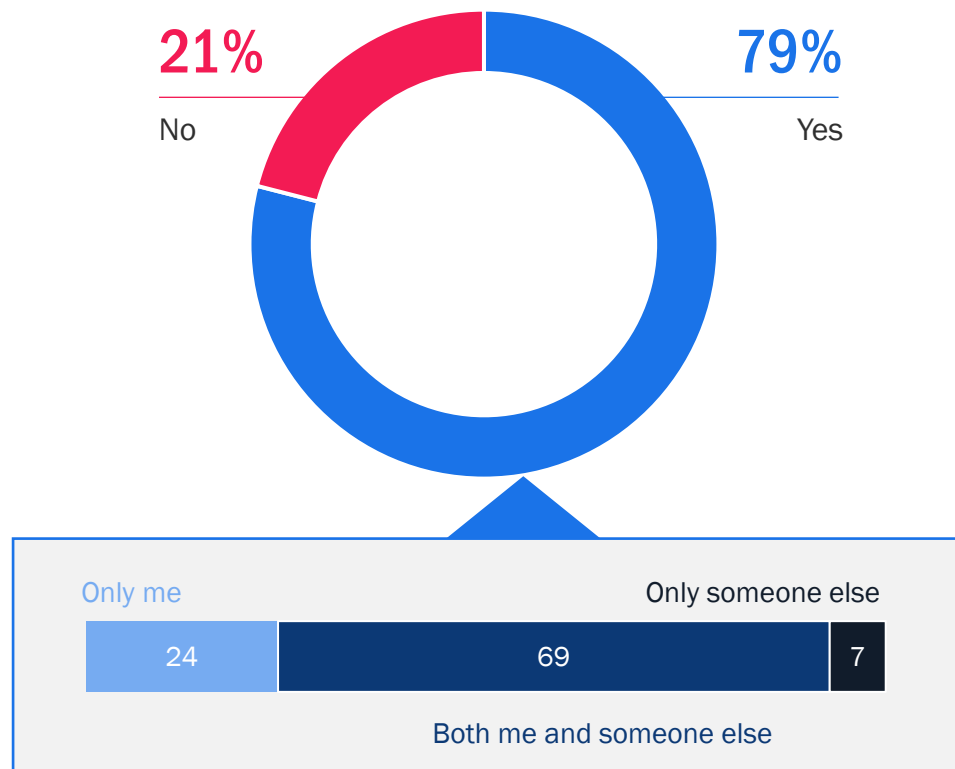


# Most Jews surveyed in Memphis attend synagogue – Almost half identified as Reform

## JEWISH DENOMINATION

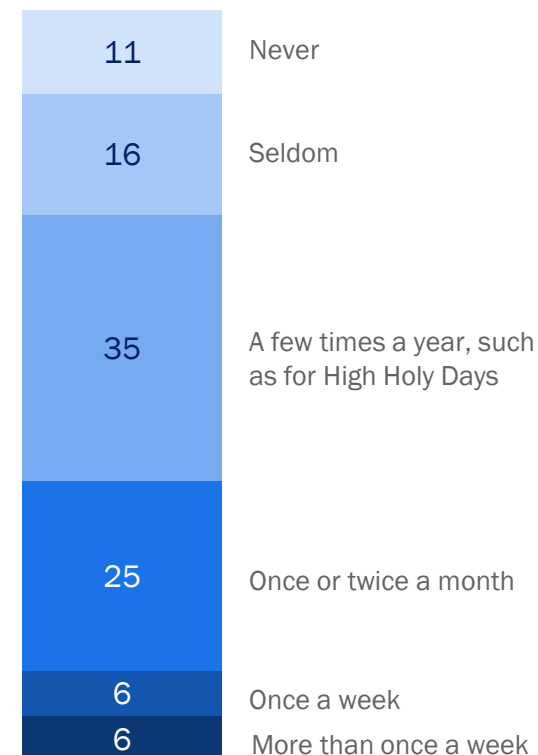
Reform	<b>46%</b>
Conservative	<b>14%</b>
Orthodox	<b>21%</b>
Reconstructionist	<b>0%</b>
Just Jewish	<b>14%</b>
Other	<b>3%</b>
None of the above/ not affiliated/ Post Denominational	<b>2%</b>

## SYNAGOGUE MEMBERSHIP



## RELIGIOUS SERVICE ATTENDANCE

Aside from special occasions

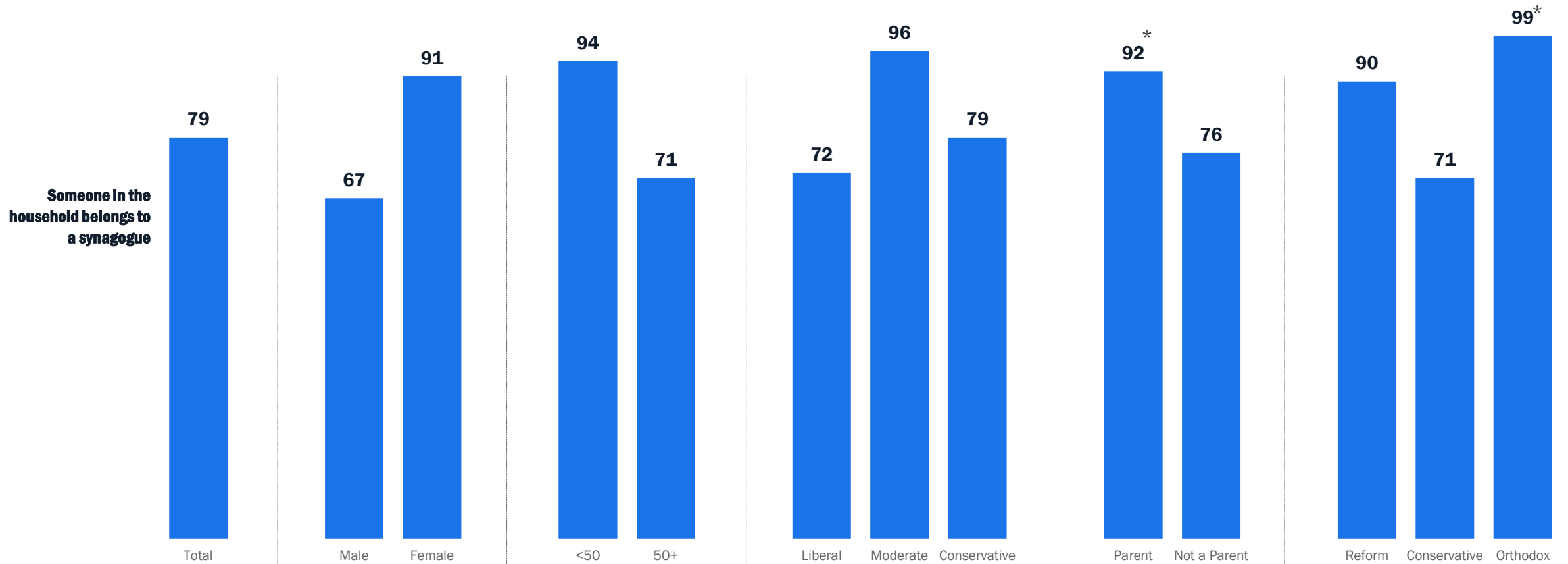


9. Thinking about Jewish religious denominations, what do you consider yourself to be? / 16. Do you or anyone in your household currently belong to a Jewish congregation, such as a synagogue, temple, minyan, or chavurah? / 17. Aside from special occasions like weddings, funerals, and bar mitzvahs, how often do you attend Jewish religious services at a synagogue, temple, minyan, or chavurah?

# Female, <50, and Moderate /Reform are more likely to attend Synagogue



## SYNAGOGUE HOUSEHOLD MEMBERSHIP



*\*Small base sizes, consider directional*

*Note: due to small base sizes, we can't break out Just Jewish*

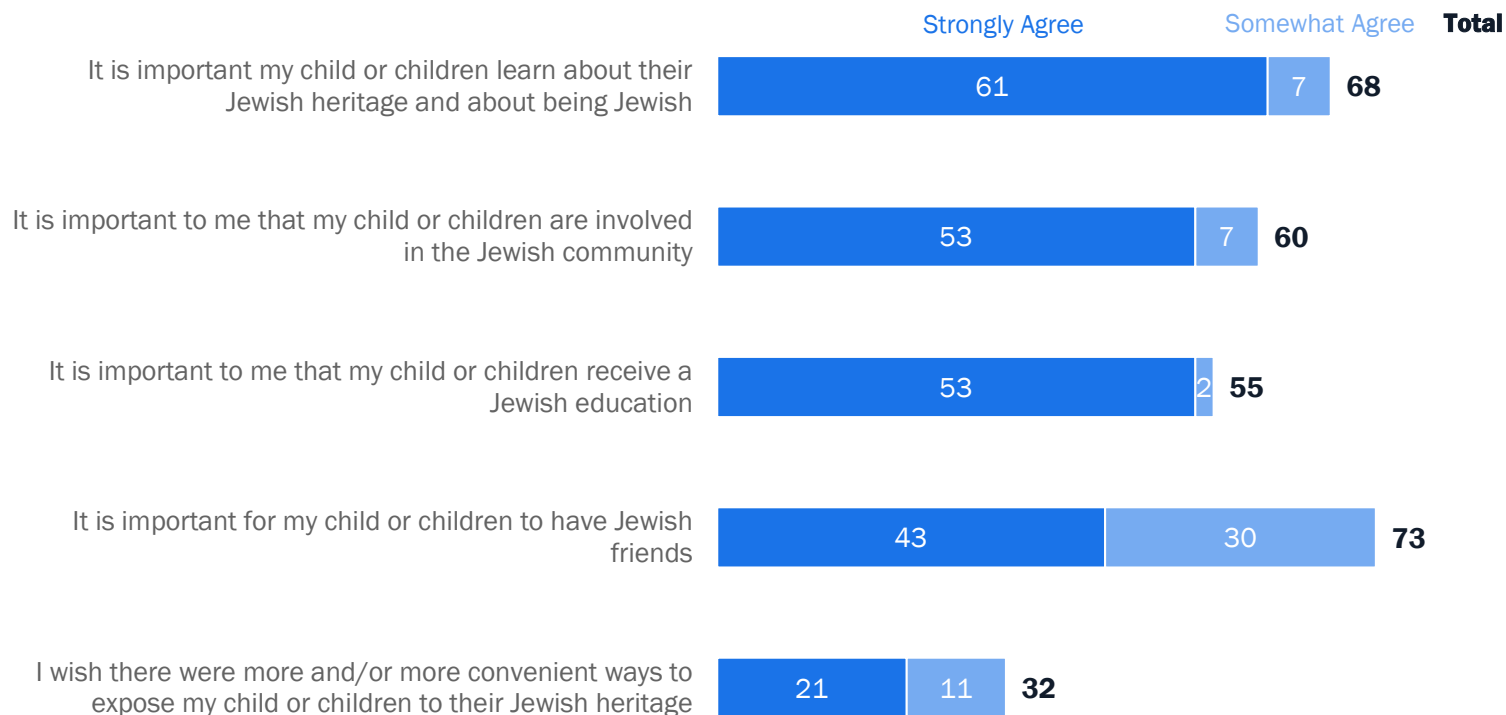




# Parents strongly value engagement with the community

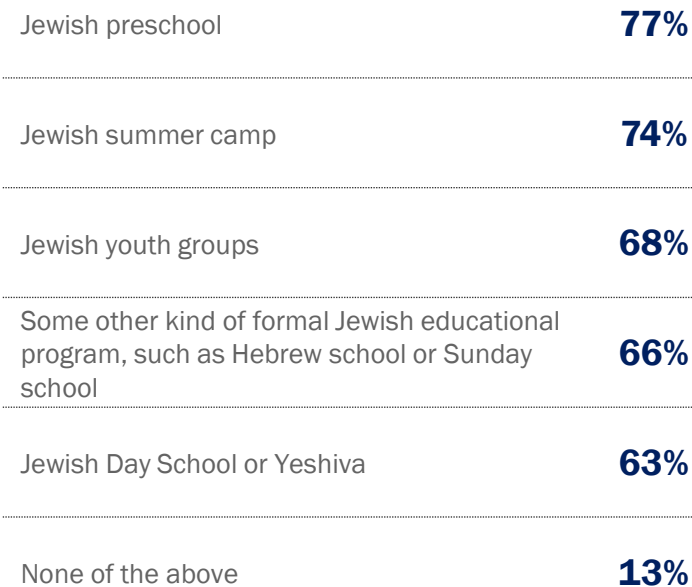
## PARENTAL VALUES

Among parents



## "I send/will send/have sent my child(ren) to..."

Among parents



NOTE: These questions were only asked to parents and therefore have a low base size and should be considered directional

14. Below you will see a list of statements about your child or children that you may or may not agree with. Please indicate to what extent you agree with the statement. / 15. Which of the following are you currently doing, planning to do, or have already done with your child or children? Please select all that apply



# Demographics

# Demographics



<b>Gender</b>	Male	<b>48%</b>
	Female	<b>52%</b>
<b>Age</b>	18-34	<b>25%</b>
	35-49	<b>16%</b>
	50-64	<b>29%</b>
	65+	<b>28%</b>
<b>Race</b>	White	<b>98%</b>
	Black	<b>0%</b>
	Hispanic	<b>7%</b>
	Other	<b>1%</b>
<b>Education</b>	< College	<b>54%</b>
	College +	<b>46%</b>
<b>Employment</b>	Employed	<b>54%</b>
	Unemployed	<b>46%</b>

<b>Marital Status</b>	Married	<b>58%</b>
<b>Household Size (adults &gt;18)</b>	1	<b>36%</b>
	2	<b>58%</b>
	3+	<b>6%</b>
<b>Parental Status</b>	Parent	<b>21%</b>
<b>At least 1 child in Household</b>	Younger than Kindergarten	<b>10%</b>
	Elementary School	<b>12%</b>
	Middle School	<b>10%</b>
	High School	<b>12%</b>
<b>Years lived in Memphis</b>	0-1 years	<b>0%</b>
	2-4 years	<b>5%</b>
	5-9 years	<b>6%</b>
	10-19 years	<b>11%</b>
	20+ years	<b>77%</b>

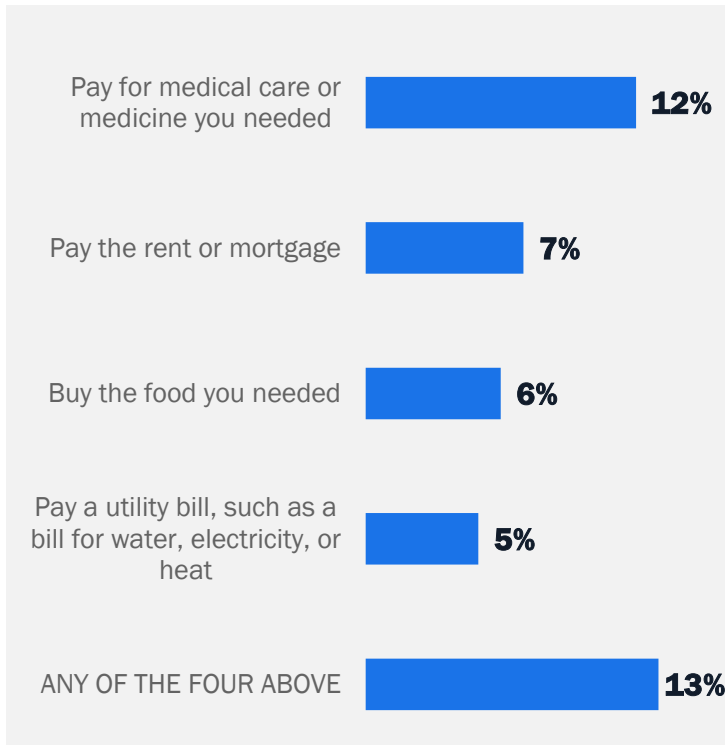
<b>Political Ideology</b>	Liberal	<b>55%</b>
	Moderate	<b>24%</b>
	Conservative	<b>20%</b>
<b>LGBTQ+</b>	In household	<b>14%</b>
<b>Diagnosed Disability in Household</b>	Yes, me	<b>3%</b>
	Yes, someone else	<b>81%</b>
	Yes, both me and someone else	<b>16%</b>
	No	<b>85%</b>
<b>Income</b>	Less than \$50,000	<b>9%</b>
	\$50,000-100,000	<b>11%</b>
	\$100,000-250,000	<b>31%</b>
	\$250,000+	<b>15%</b>



# Financial Deep Dive



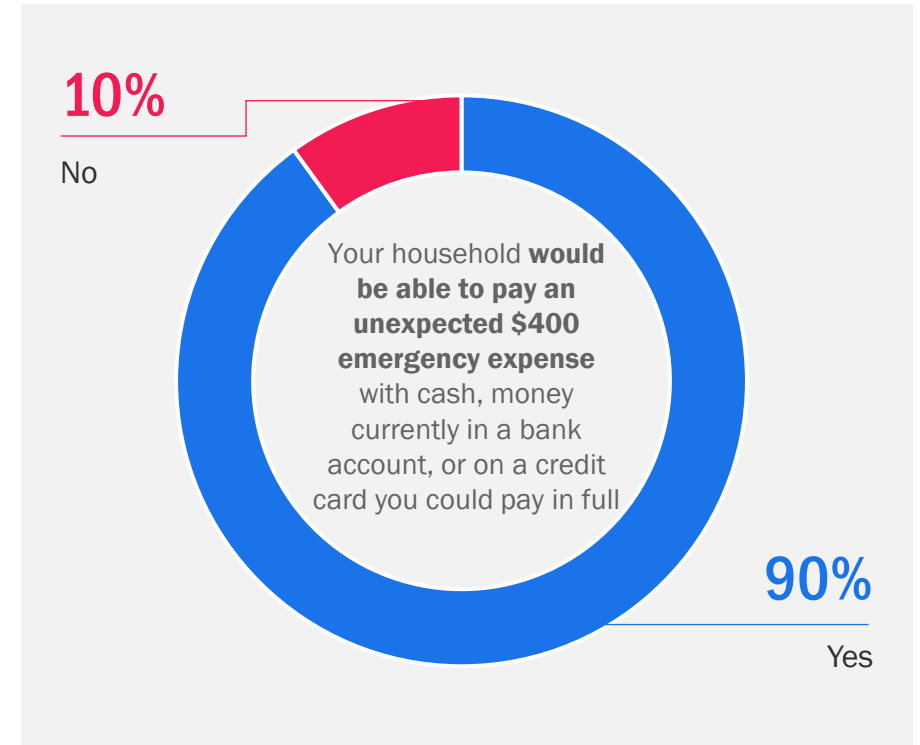
## IN THE PAST YEAR, YOU OR YOUR HOUSEHOLD DID NOT HAVE ENOUGH MONEY TO:



## FEDERAL POVERTY LINE

Under FPL	7%
FPL – 100%	3%
FPL – 150%	4%
FPL – 250%	66%
Prefer not to answer	20%

## UNEXPECTED EMERGENCY EXPENSE



56. In the past 12 months, have there been times when you (or anyone in your household) did not have enough money to / 57. Would your household be able to pay an unexpected \$400 emergency expense with cash, money currently in a bank account, or on a credit card you could pay in full?

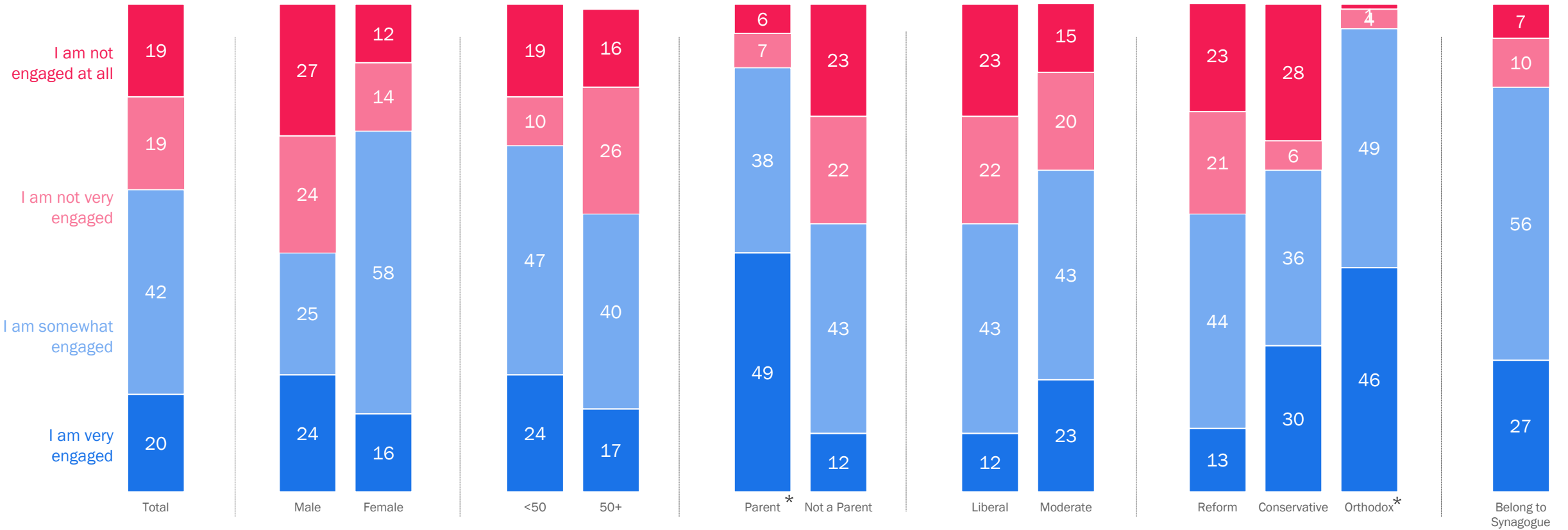


# Appendix

# Younger Jews, Females, and Parents are the most engaged with the local Jewish community, and especially those who belong to a synagogue



## ENGAGEMENT WITH THEIR LOCAL JEWISH COMMUNITY IN PAST YEAR



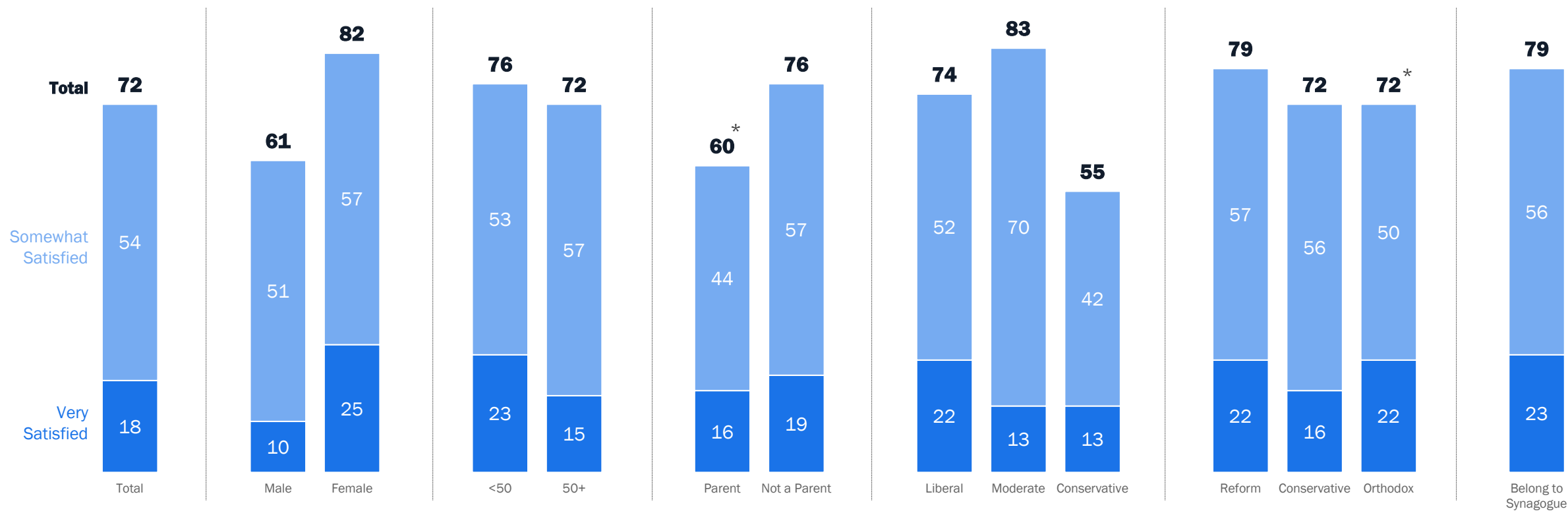
*\*Small base sizes, consider directional  
Note: due to small base sizes, we can't break out Conservatives and Synagogue non-Membership*



Memphis

# Total satisfaction among Jews with their local community is highest among females, non-parents, and moderates

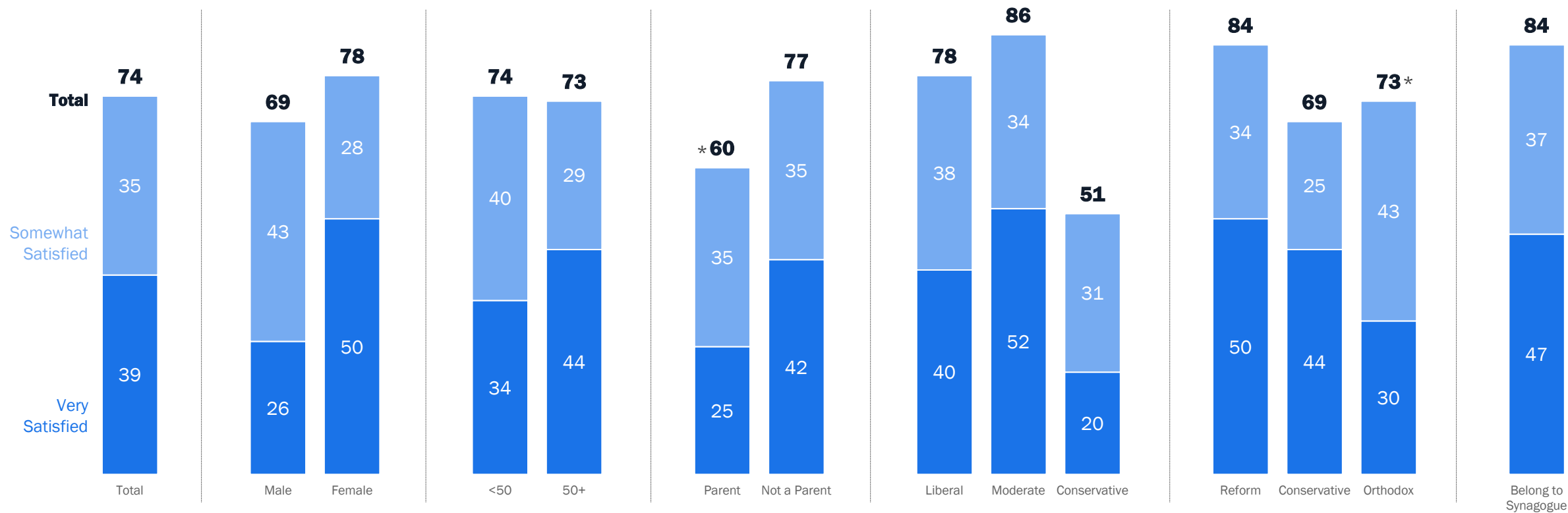
## SATISFACTION WITH LOCAL COMMUNITY



*\*Small base sizes, consider directional  
Note: due to small base sizes, we can't break out Synagogue non-Membership and Just Jewish*

# Satisfaction with the Jewish Community is highest among non-parents, moderates, Reform Jews, and those who belong to a Synagogue

## SATISFACTION WITH JEWISH COMMUNITY

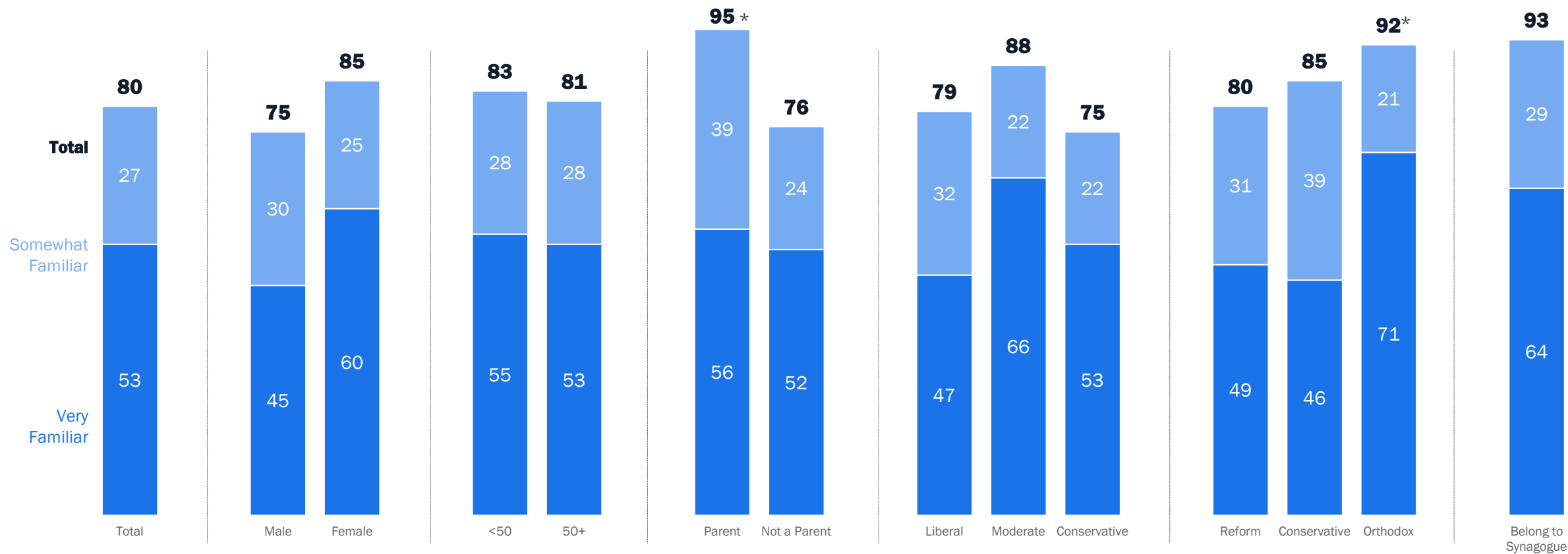


*\*Small base sizes, consider directional*

*Note: due to small base sizes, we can't break out Synagogue non-Membership or Just Jewish*

# Those who belong to a synagogue are the most familiar with the Jewish Federation, but moderate Jews and females are very familiar as well

## FAMILIARITY WITH THE MEMPHIS JEWISH FEDERATION

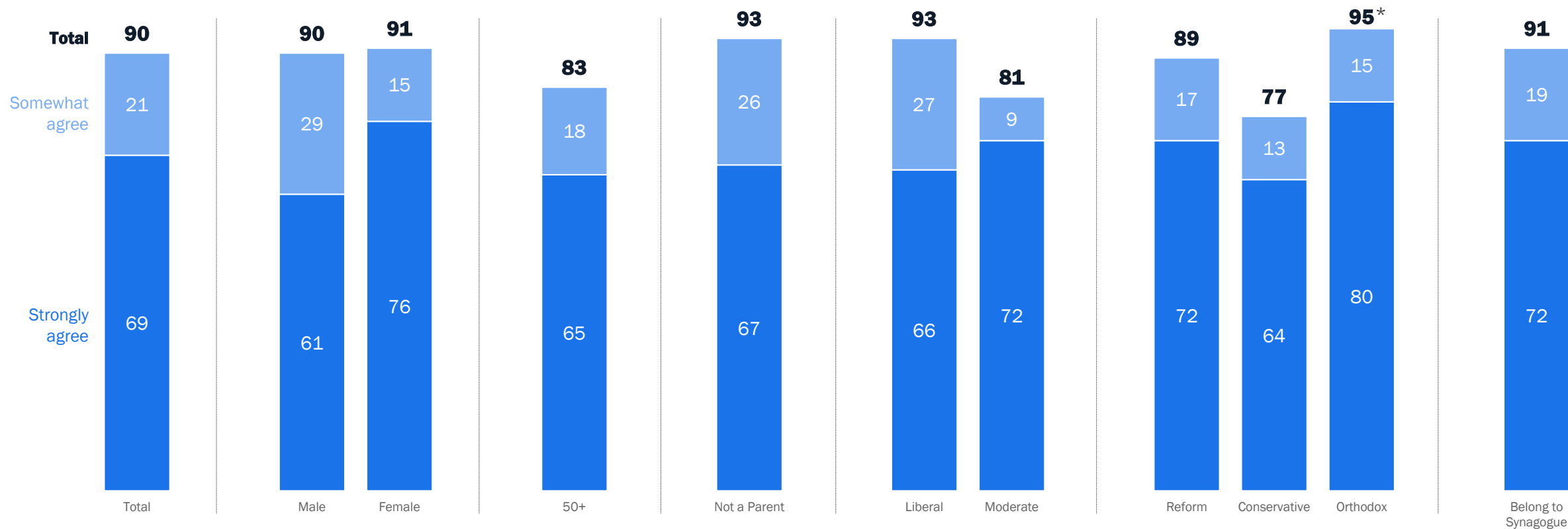


*\*Small base sizes, consider directional  
Note: due to small base sizes, we can't break out Synagogue non-Membership and Just Jewish*

# Among those familiar, more than half regardless of demographics, strongly agree the Memphis Jewish Federation supports the Jewish community

## AGREEMENT WITH THE MEMPHIS JEWISH FEDERATION'S SUPPORT OF JEWISH COMMUNITY

Among those Familiar



*\*Small base sizes, consider directional*

*Note: due to small base sizes, we can't break out Parents, Just Jewish, Age, Synagogue non-Membership and Conservatives*



# Thank You

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## Additional Analysis of Memphis Engagement Market Study

The following charts offer additional analysis into differences in feelings by age and denomination. Due to response sized, some categories had to be merged and others cannot be reported on individually. There is a significant amount of data in the following pages, so we have tried to pull out a few items in each section that were interesting but this is by no means all the knowledge contained in the charts.

### Jewish Community and Observance

- More people indicate they sometimes or regularly observe Shabbat in a personally meaningful way than those who attend services monthly or more.
- While Orthodox attend services more often and are more engaged in the Jewish community, Reform community members are more satisfied with the local Jewish community.
- Older community members are more satisfied with the community than younger ones
- Younger community members perceive higher levels of engagement in the Jewish community than older members

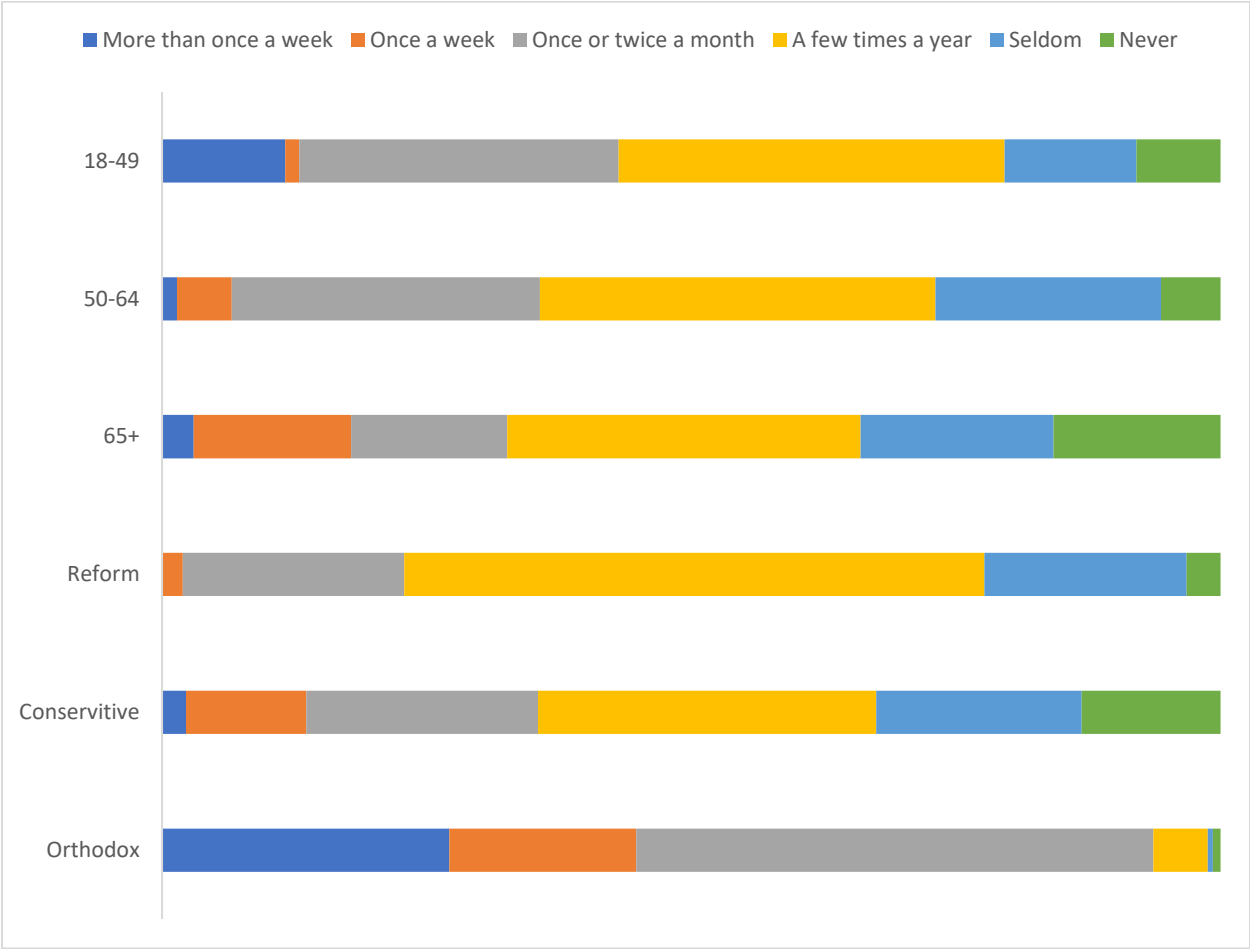
### Jewish Values

- Younger community members prioritize feeling part of a Jewish community and having Jewish friends than older members, however they also wish it was easier to make Jewish friends so they may not be satisfied with their existing network.
- Reform Jews are more likely than Conservative or Orthodox to indicate a desire to meet more Jews in a similar life stage. Similarly younger Jews are more likely to be looking for Jewish Friends.
- Individuals 50 and older are more worried about antisemitism than those under 50
- Reform and Conservative Jews are more concerned about antisemitism than the Orthodox community

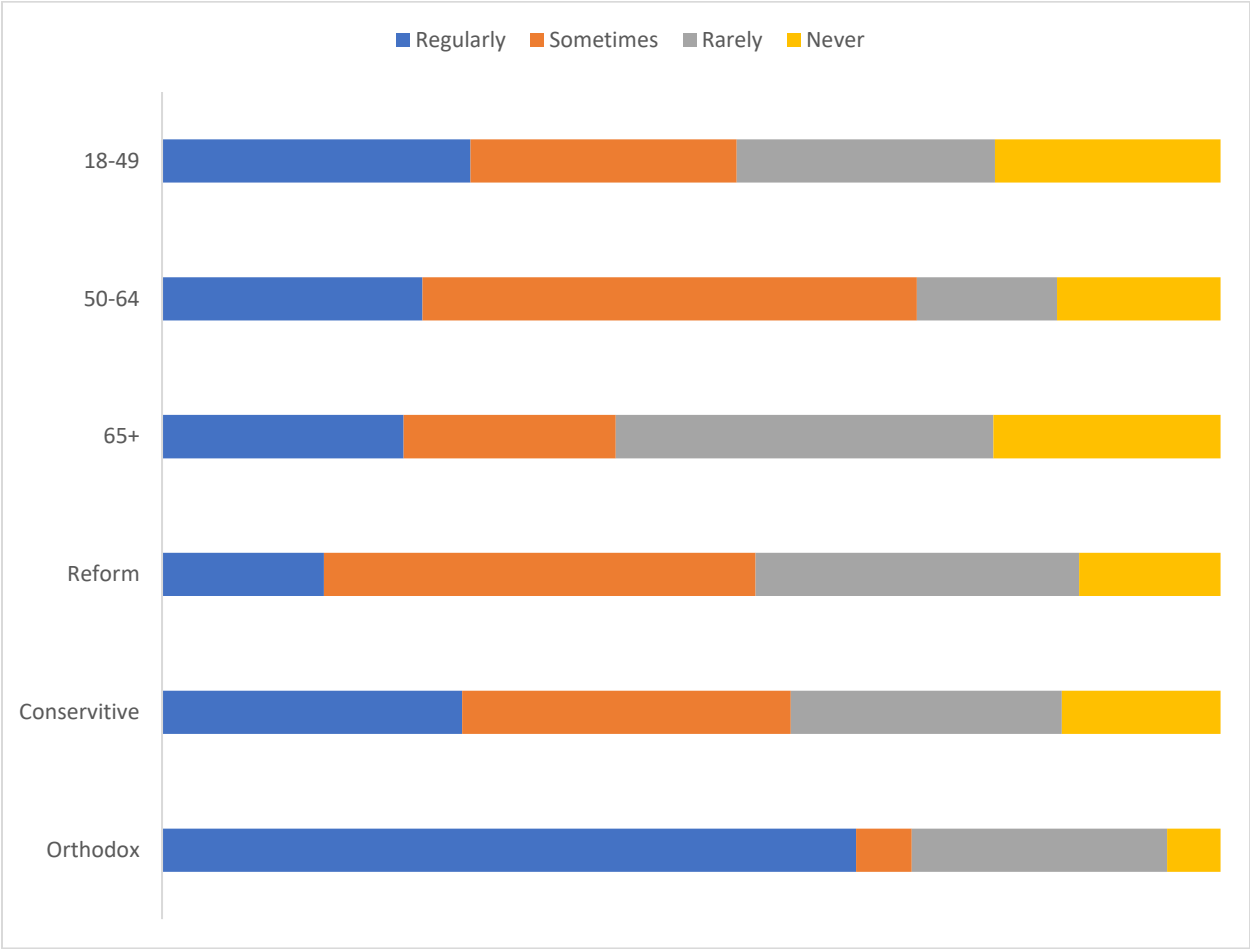
### Memphis Custom Questions

- Combating antisemitism and growing the Memphis Jewish Community were the highest rated priorities.
- Looking after seniors, Connecting Jews to the local community and promoting life-long Jewish learning followed
- Respondents 64 and younger were significantly more likely to indicate that the community supports interfaith couples very well. This may indicate the impact that changes in communal attitudes in the past 30 years have had; Reform and Conservative Jews were much less likely to feel this way than Orthodox Jews.
- Respondents 50-64 indicated that singles are not supported by the community.

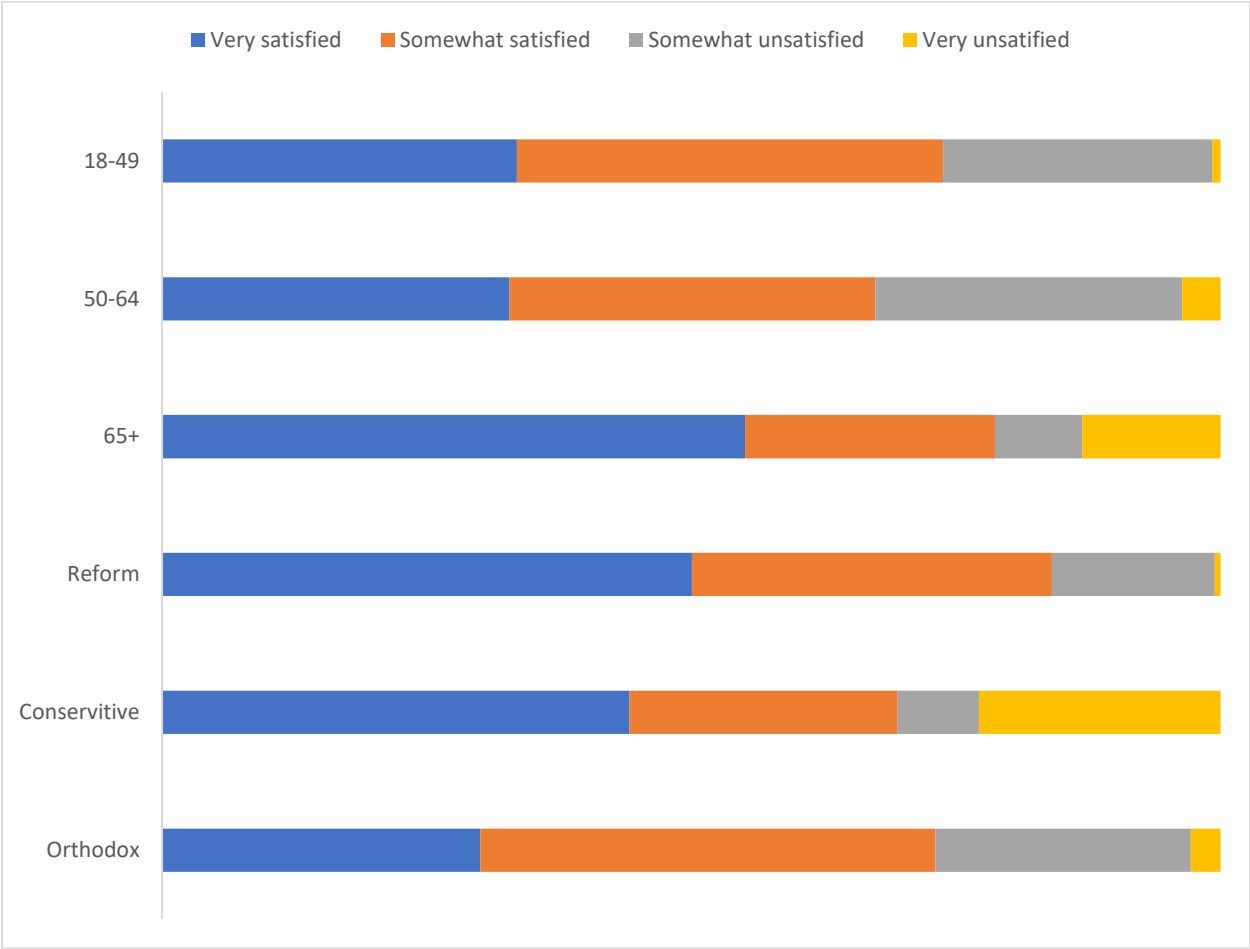
### Frequency of Synagogue Attendance



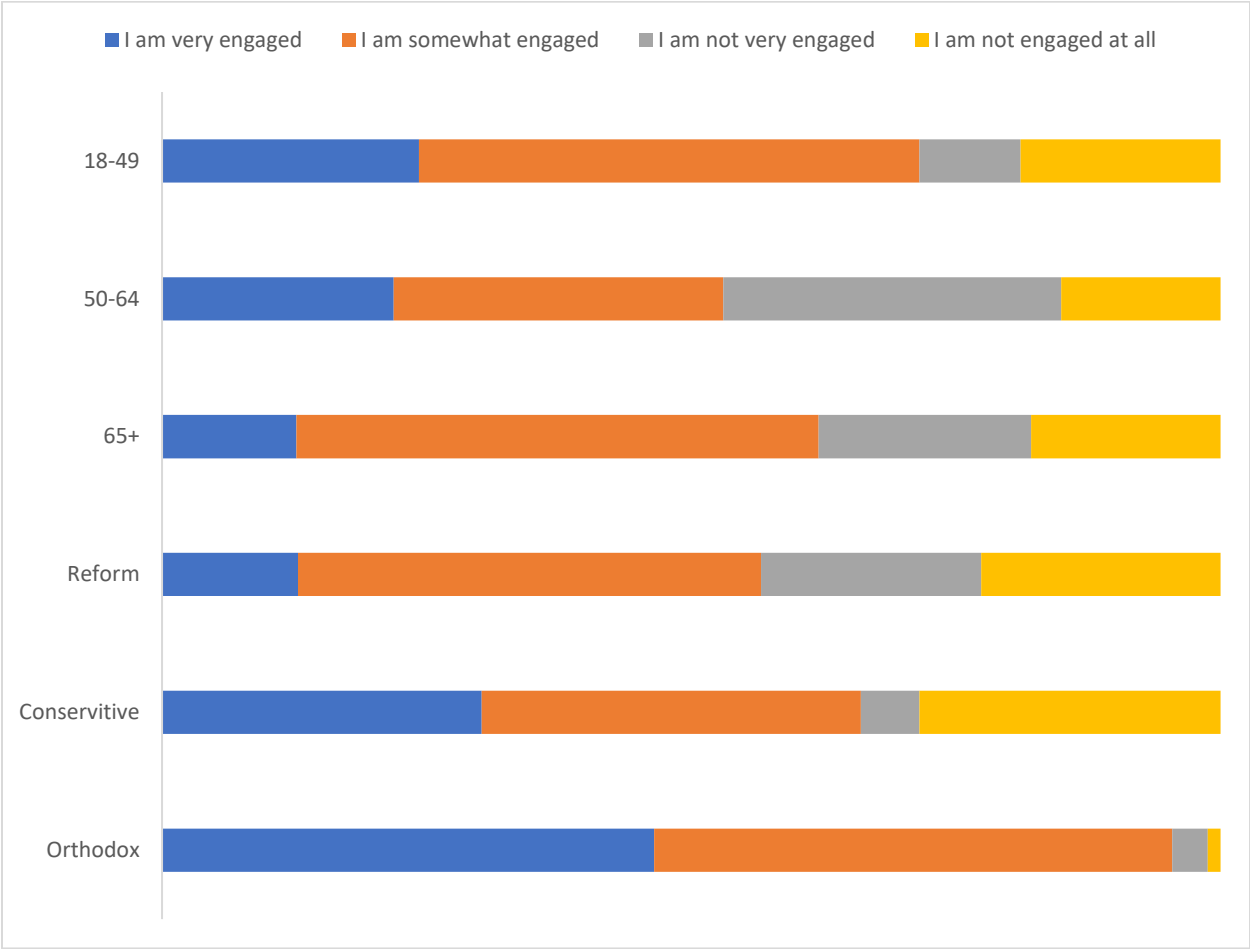
# Observe Shabbat in a Personally Meaningful Way



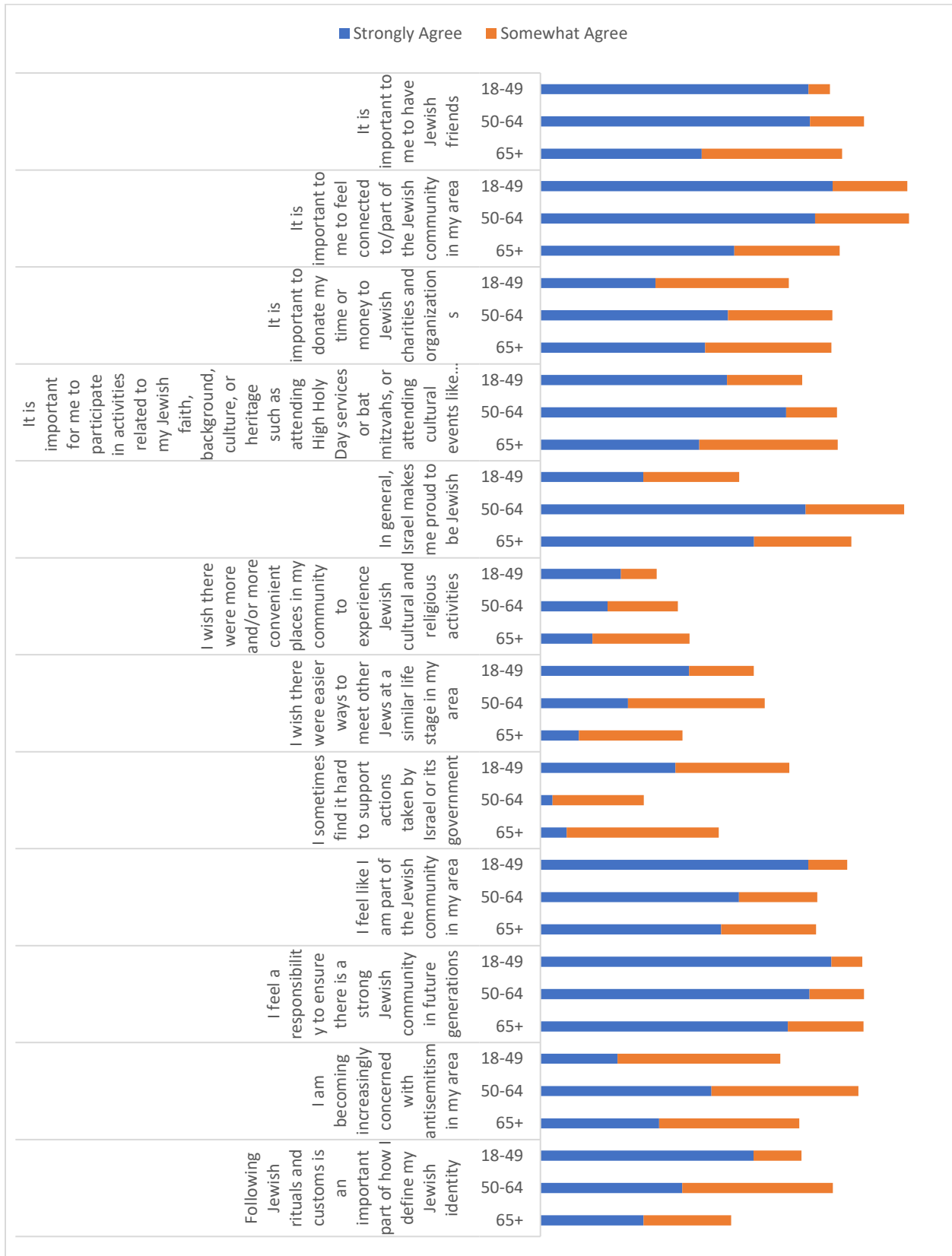
### Satisfaction with Local Jewish Community



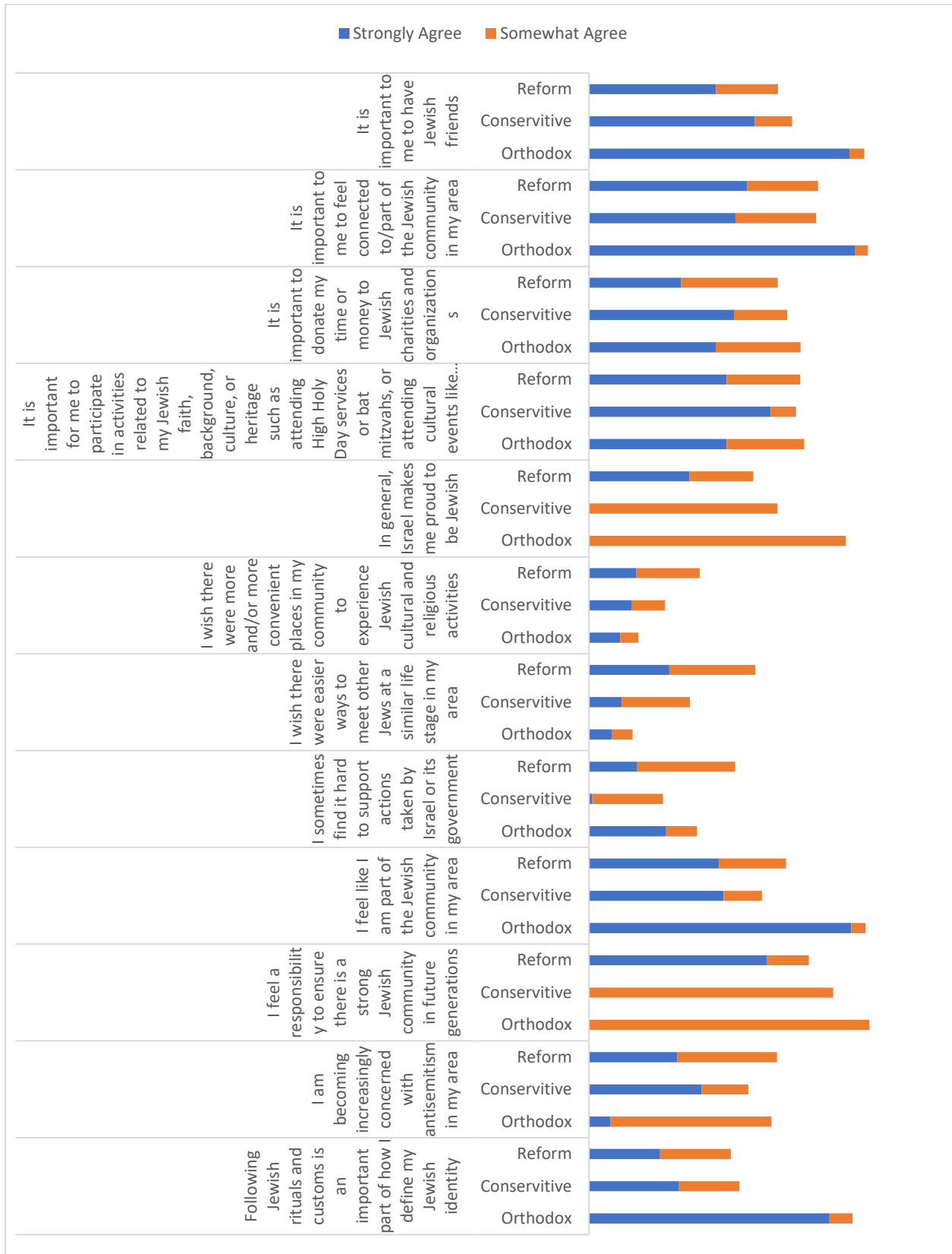
# Perceived Engagement in Jewish Community



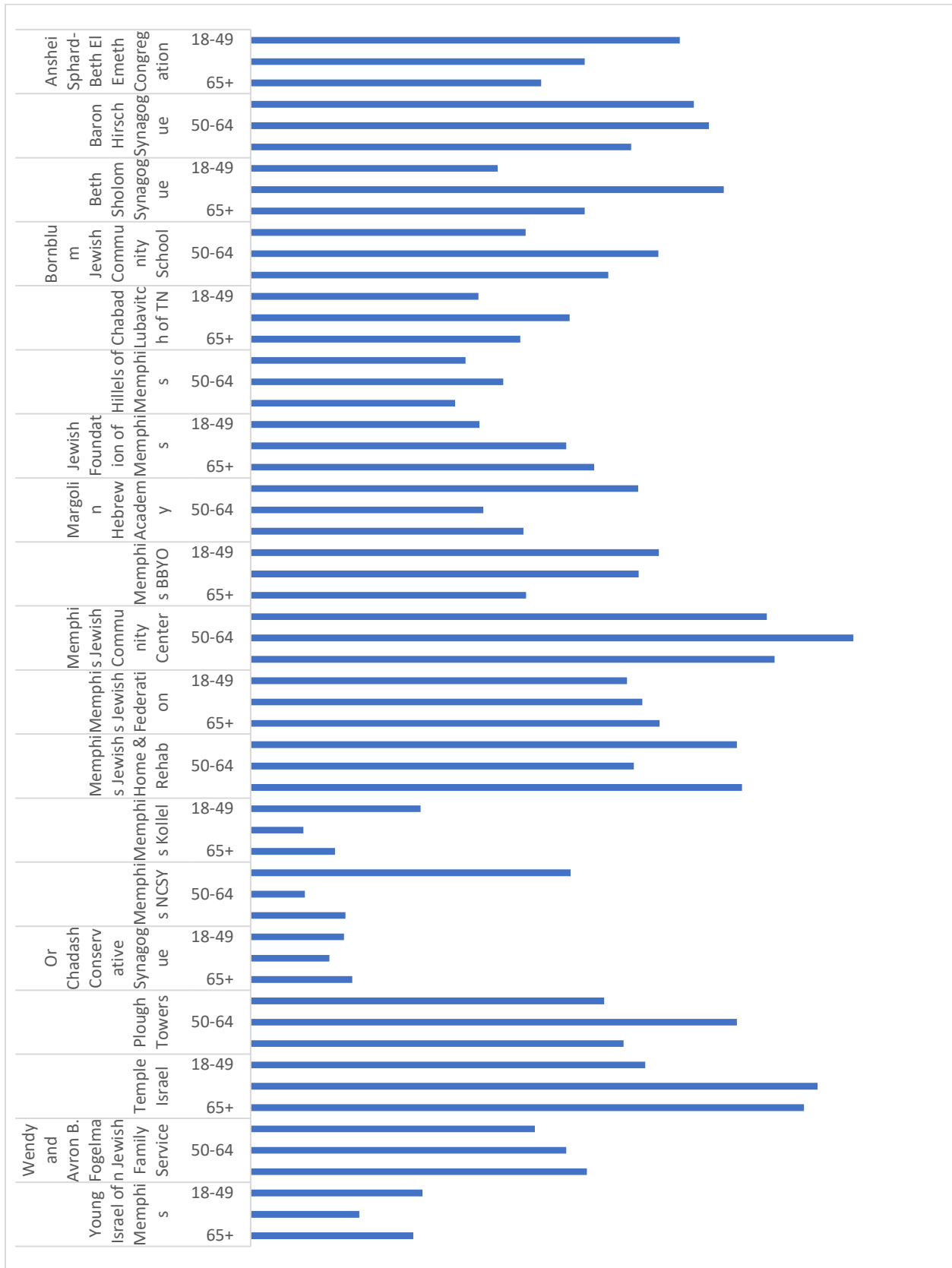
# Jewish Values by Age Group



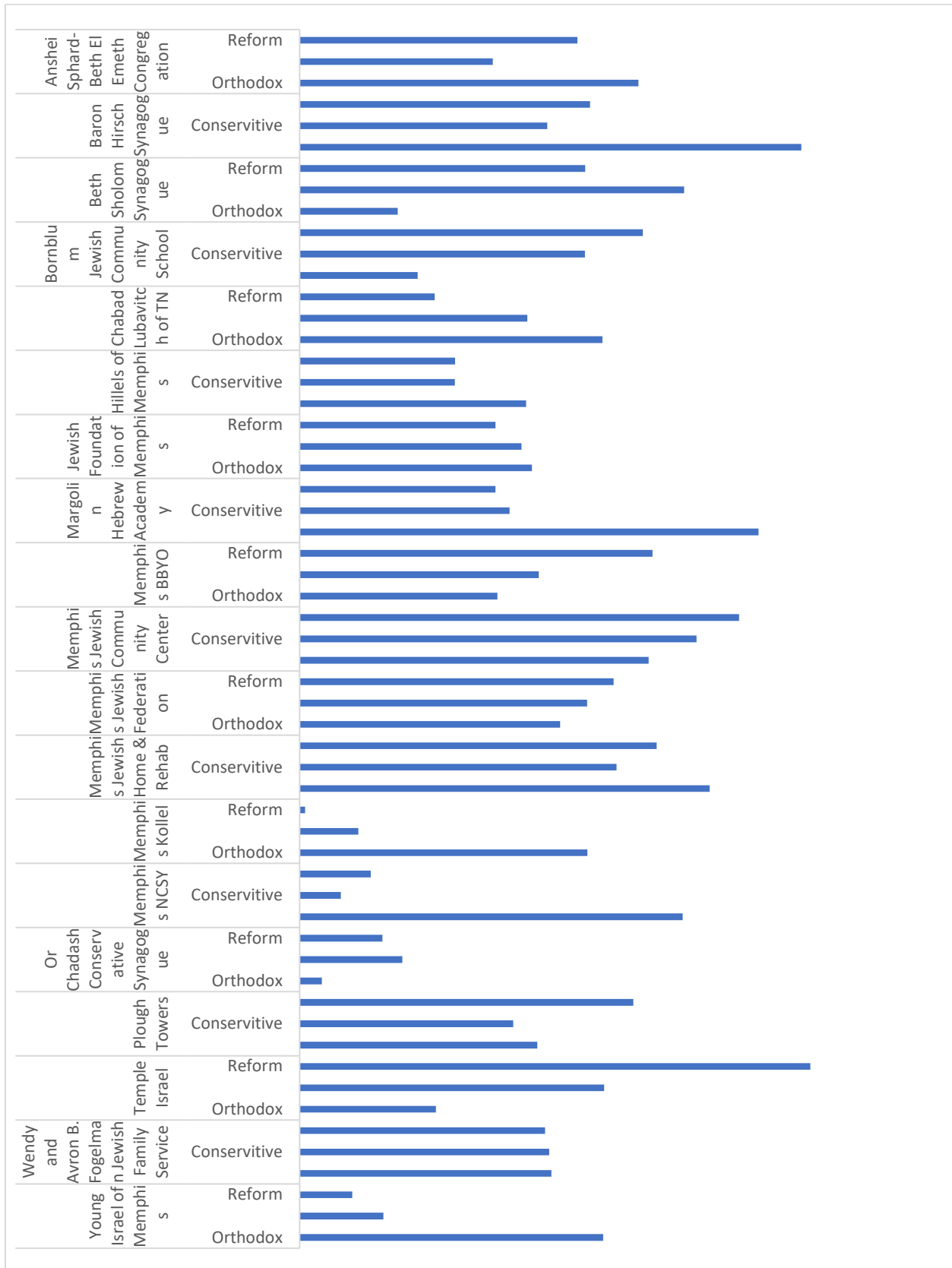
## Jewish Values by Denomination



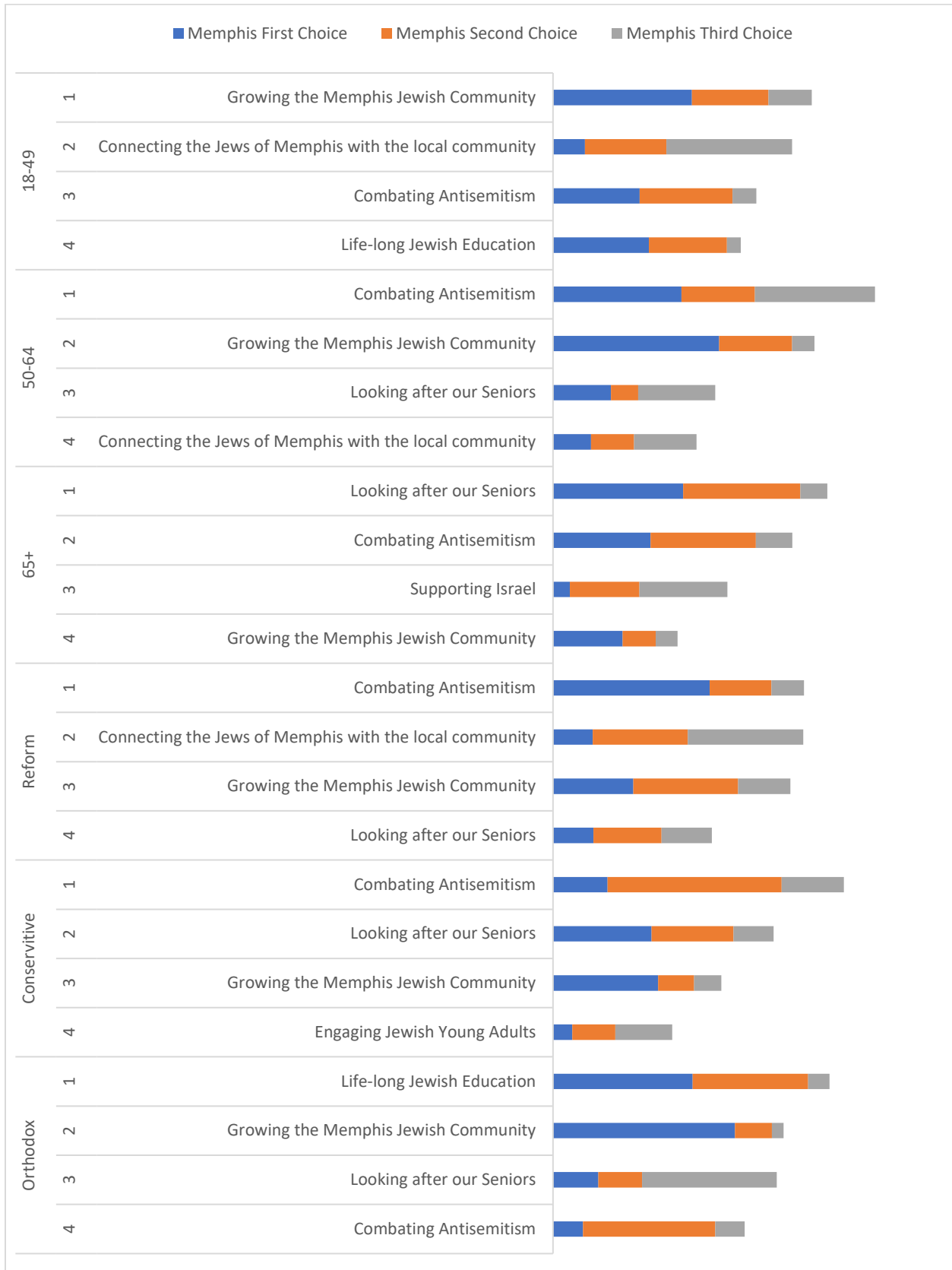
## Memphis Custom Question – Institutional Awareness by Age



## Memphis Custom Question – Institutional Awareness by Denomination



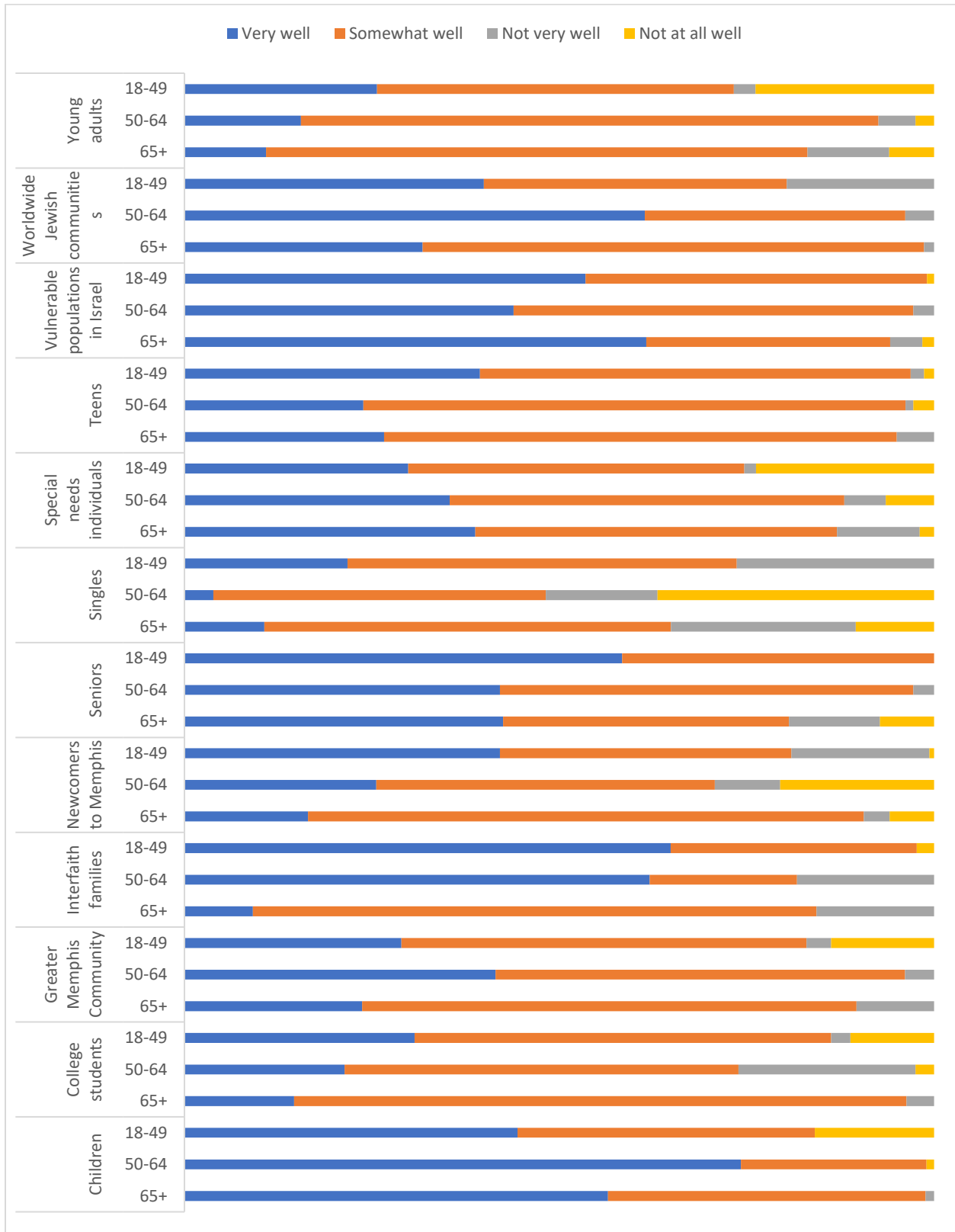
## Memphis Custom Question – Top Four Priorities by Demographic



## Memphis Custom Question – Top Four Priorities

Top Priorities	18-49	50-64	65+	Conservative	Orthodox	Reform	Count
Combating Antisemitism	1	1	1	1	1	1	6
Growing the Memphis Jewish Community	1	1	1	1	1	1	6
Looking after our Seniors		1	1	1	1	1	5
Connecting the Jews of Memphis with the local community	1	1				1	3
Life-long Jewish Education	1				1		2
Engaging Jewish Young Adults				1			1
Supporting Israel			1				1

## Memphis Custom Question – Perceived Support for Different Groups by Age



## Memphis Custom Question – Perceived Support for Different Groups by Denomination

