

INNOVATIVE  
MEMBERSHIP  
MODELS

*Based on presentations at  
JCC Association  
Strategic Planning Institute's  
Membership Task Force*



*Grand Hyatt, New York City  
May 4, 1997*



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## Acknowledgments

As the Jewish Community Centers Association initiated a strategic planning process to take the organization to the year 2000 and beyond, it soon became apparent that there were some JCC issues that were of universal concern and interest throughout the continent.

One of these was the role of membership in the JCC. We therefore conducted a special Membership Institute for lay leaders and professionals who have responsibility for membership policies and procedures.

The Institute was held on May 4, 1997 in New York. The objective of the Institute was to help Centers develop the most appropriate membership approach for their own JCC, now and in the future. Four JCC professionals made presentations examining and evaluating different membership models and their pros and cons.

I would like to express my sincere appreciation to Toby Rubin, who acted as chairperson on that day, to our presenters: Dale Busch (Baltimore), Joel Dinkin (Columbus), Paula Herzmark (Denver), and Barbara Weisbart (MetroWest, N.J.), and to Avi Namak of the JCC Association staff, who helped plan the Institute.

It is our pleasure, through publication of the presentations, to be able to share this information with the field.

**Geri Pollack, Chair  
Membership Institute**

# Introduction

As subventions from funding agencies, such as Jewish Federations and United Ways, are generally decreasing as a proportion of Center income, the pressure to increase the proportion realized from membership and service fees has been increasing. In addition, the trend appears to be towards a relative increase in service fee income and a decrease in membership income as proportions of the JCC budget.

Centers are finding, increasingly, that the traditional concept of membership as a need or obligation to be a part of the Jewish Community, is being replaced by a consumer mentality where one purchases what one wants when it is wanted and discontinues the relationship unless there is something else to purchase. Further, the consumer will shop elsewhere for better value. In response to this new reality, many Centers have begun to rethink the traditional concept of membership and to develop new membership and service models.

The presentations that follow represent four membership approaches that have been implemented by Centers. MetroWest continues to successfully offer a traditional membership approach and has used a variety of innovative techniques to maintain a strong membership base. The JCC in Baltimore has implemented a philosophy based on reducing membership rates to increase volume. The Columbus JCC's plan is based on choice and simplification of categories. The membership structure adopted by the JCC in Denver is a strongly consumer-oriented plan which reduced the membership fee to a token amount.

Each presentation discusses the rationale used in developing the particular approach, and the results of implementing the plan. These papers are presented here to provide Centers with some additional tools with which to evaluate their own approach to membership and to assist them in developing a method that is most likely to yield the best results for their own circumstances.

**Avi Namak**  
**Consultant on Membership Development**

# **WHAT WILL BE THE ROLE OF THE MEMBERSHIP DIRECTOR IN THE NEXT TEN YEARS?**

Presented by Barbara Weisbart  
Membership Director, JCC of Metropolitan New Jersey

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**Looking Back.** I have been Membership Director for 13 years and have attended all but one of the JCC Association Membership Institutes that have taken place during this period. At my first institute, the majority of Membership Directors were mostly processing members who came to our Centers. We were introduced, by JCC Association's George Korobkin, to the idea of trying some promotions, but few of us saw promotions as an integral part of our job. Little did we know what lay ahead! Now, at the institutes, I am amazed at the degree of sophistication exhibited by Membership Directors in this area. We offer dollars off, free months and gifts. We do target mailing, newspaper and TV or radio advertising. We work with in-house marketing or PR staff, hire ad agencies, keep prospect lists, etc.

**Looking Ahead.** Where do we go from here? I think as we enter the 21st century, the membership area will be an even more integral part of the program and administration teams as we look for new markets, new ways to attract people to the JCC and better ways to retain members once they join.

Although studies have shown that all things being equal, Jewish people prefer to join a Jewish organization, we have seen they will only enroll or maintain their membership if what is offered is the same or better quality and value than the competition. More and more of our members are consumers rather than members committed to the JCC for the long haul. Hence, more than ever, Membership Directors will need to know their community, listen to their members, be aware of the competition and understand changing demographics and emerging interest.

**Creating a "Membership is Everyone's Job" Atmosphere.** As long as fees from membership form a significant base for the agency budget, it is important that all staff and lay leadership recognize the importance of attracting and retaining membership. The Membership Director plays a key role in working with other staff and lay leadership to find creative ways to maintain the value of membership and yet attract new people to the JCC. In addition, the Membership Director should serve as a leader, setting the standards for good membership service.

**New Roles (and some ongoing roles) of the Membership Director within the Traditional Membership Structure.** This afternoon you will have an opportunity to learn about some of the new models of membership. This morning I will explore some ways within the traditional membership structure that current and future Membership Directors may use to recruit and retain members.

# 1. Identifying Needs of the Community

As Membership Directors identify the needs of the community, they should become leaders in finding the ways to meet these needs. More and more they will need to work with program professionals to develop services. Let me share a few examples:

**A. Membership Plus.** Our membership department realized that we were losing members to our competition since we charged extra for programs such as early opening and exercise classes. The problem was how to be more competitive and yet still achieve the dollars required to offset the cost. In our community, we have 2 buildings, and for the new one, which has a building fund, the problem was even greater than in the original building.

We came to a solution by joint effort and a great deal of work by the Membership and Health and Wellness staff and lay committees. After a careful evaluation of the number of members enrolling in exercise classes and early opening in each facility, the membership committee decided not to increase overall fees to include these new programs. Instead we introduced a package deal, Membership Plus.

In our new facility, where the family fee is \$200 more than our original facility, early opening program, adult exercise classes and dual membership are now included in the membership fee at no additional cost. The income we had achieved from these programs will be offset by additional new members. In our original building, members were given a new option, called Membership Plus. For the same total fee as membership in our new building, they receive a package deal with the same services included. This has been very well received by all. By the end of our first year our Health and Wellness department had an increase of about \$5000 of income from Membership Plus.

**B. Early Childhood Sunday/Early Evening Programs.** Except for swim, we offered most of our programming for pre-schoolers during week day mornings or early afternoon. Our array of courses did not coincide with time available for working parents. As Membership Director, this was brought to my attention by prospective members, and I have worked with the Early Childhood staff to alert them to these needs. This has resulted in more parent/child programs at times convenient for working parents. However, we still have a lot of work to do in this area.

**C. Team Membership.** Together, the Chairpersons and Directors of Adult Services, Older Adults and Membership met to find a way to achieve more membership income from adults who were currently participating as non-members in social clubs and on trips. We proposed a social membership, entitled TEAM (travel, education, arts & membership) that would be required for our more upscale activities. We would continue to offer some older adults clubs with no travel for a lesser fee. The suggestions were brought to lay committees for processing.

## 2. Target Marketing

The Membership Director is in a good position to understand the components and trends of the current membership and to use this to build a stronger membership.

**A. 55+ Newsletter.** As Membership Director, I noticed a steady decline in the number of Individual Adult members. On the other hand, the Family category was holding steady. I analyzed our current individual adult membership for the purpose of trying to reverse the downward trend. The analysis showed that 60% of our individual adults are 50+ and most join for Health and Wellness.

We decided to try to build on this strength by creating a newsletter for age appropriate prospective members. The 55+ newsletter, which was a joint effort by Membership, Health & Wellness and Public Relations, highlighted current programming appropriate for the group, such as a walking club, water workouts and Flex & Tone classes. It also discussed benefits of exercise and provided an easy plan to help them get started. New members 55+ were offered a promotion of "take your age off the cost of JCC membership". This newsletter was distributed at events, such as Men & Women of Leisure, and theater which attracted large numbers of the 55+ population and brought in many more members.

Once we saw the success of the newsletter, we developed a modified version for current members 55+ to add more value to their membership. As a result, one board member who never used Health & Wellness called for more information.

**B. Pre-schoolers.** We identified that 60% of our families who no longer have a child in pre-school drop their membership. This led us to recognize that we needed to work harder to retain this group. Our efforts included a focus group of "graduating" parents to hear their needs for next year, a gift of \$ off towards membership when the youngest child in the family "graduates" pre-school, a pre-school reunion the fall after they graduate, with a special list of programs for them, a spa day in our Women's Health Club for the pre-school parents and a special fathers event in the Men's Health Club, a trip to our day camp for our older pre-school camper, etc. Unfortunately, even with all of this, we did not achieve much more retention that we had in the past.

### 3. **Kehillah**

Our lay leadership and Executive Director identified the need to get more young adults (ages 23-30) involved in both the JCC and a synagogue. Recognizing that it would be expensive to join both, a new membership was developed in partnership with participating synagogues called Kehillah. With this membership, a young adult must begin the process at a participating synagogue. For a total of \$290, (\$100 for the synagogue and \$190 for the JCC) the young adult will be a full time member of both, including high holiday seats. Social activities will be planned for this group.

Our Board of Directors passed this proposal although there could be financial loss to our JCC unless we achieve many more young adults than we previously had (Young Adult membership alone, not including the building fund, is \$280). The Board felt this membership was an important way of achieving Jewish continuity.

We have just begun this membership. Currently we have 11 participating synagogues, most of them Conservative. We have about 5 Kehillah members. We expect to achieve highest number of new members during the summer, prior to the high holidays.



## 4. Membership Categories

The Membership Director and committee should constantly be evaluating the membership categories to be sure they are meeting the needs of the community.

**A. Family Category.** For example, my JCC defines a Regular Family as 2 parents and children through the age of 22. We know that for Family membership we are the "best deal in town," which is not necessarily true for Individual Adults. However, since we are all aware that there are many other constellations of Family, I plan to have my Membership Committee re-look at this category. Do we want a grandmother and mother and children living in the same household to be considered a Family? Should Family become a household membership with any 2 adults and children? Would this increase overall membership? The committee would also evaluate the downside of expanding the definition of Family.

**B. Young Adult.** Until last year we defined the upper age limit of our Young Adult membership to be 25 years old. Recognizing that many young adults were taking longer to get established, we recently raised the age to 30. This also fit better with our goal for our new Kehillah membership.

## 5. New Ways of Looking at Membership Retention

Traditionally, we looked at retention as the number of members who renewed their membership from one year to the next. Although our retention rates were high, we were disappointed by the number of drops from people who were really not dissatisfied, but for whom the JCC did not currently fulfill a need.

**A. Deactivation of Members.** On the other hand, we noticed that many of our so called new members were actually former members who rejoined. Further analysis showed that approximately 1/3 of our "new" members were former members. Not surprisingly, we recognized that this was often tied into the life cycle stages. For example, many continued to drop out after pre-school. However, it was not unusual to see them back several years later for our swim team.

This new way of looking at retention has several very practical implications. One is to continue to treat former members as part of the JCC family by including them on some mailing lists, such as sending periodic newsletters or course guides or promotional materials. Another is to have promotions aimed just at former members. We run "We Want You Back" promotions with special dollars off, going back as far as ten years.

Looking at retention over a long period of time also puts more emphasis on good membership service and a new slant on our traditional telethon. Now, a goal of our Membership Telethon is to obtain renewals and leave our members with a good feeling and an open door for the future.

**B. Utilizing New Tools for Retention.** Membership Directors, at our institutes, often discuss retention. We recognize that the time to make a difference is while our members are members, not just when their membership is ready for renewal. However, in the past, many of us did not have ways to

identify those "at risk".

Now, with new technology, it is easier. We know that many people join with the desire to work out, but lose motivation. We also know that the drop rate is greatest during the first 2 years of membership. If you have a bar code on the back of your membership card, you can have usage reports produced to determine if members have stopped coming. Once identified, a friendly call can be made to determine if there is a problem, to set up a new orientation session, etc. If nothing else, the member is usually impressed with the service. A sample of such a report follows this presentation.

**C. More Attention to New Members.** Once again, by listening to some prospective members who did not join after using a complimentary week pass, we determined that the individual attention promised by a new facility that had just opened was drawing prospects away from us. In an effort to better serve our new members, and in co-ordination with the Health & Wellness department, we created a more attentive plan (a sample of which also follows). All new members at the time of joining are asked to complete a simple New Member Intake form, which lets us know how much attention they want. Groups of new members will be assigned to a particular Health & Wellness person who will develop a one-on-one relationship.

For 12 months, some new members will receive phone calls checking on their progress, and friendly cards from their contact person. After a year, we will evaluate the program by comparing the renewal rates of those who received special attention to those in the control group who did not receive special attention. This program is very staff intensive. The verdict is still out as to its success.

## 6. Cross Marketing

Membership Directors can play a key role in looking for opportunities to cross market. All community gatherings at the JCC create a potential for future membership. Whenever possible, membership information should be readily available. We have created a small generic piece to give out at community events, rentals, etc. Also, obtaining names for the prospect lists can be achieved by drawings for a gift and the like. After a community event, a special letter and promotional offer can be sent to non-members. The more community events the more opportunities for prospective members to see the building and think about membership.

## 7. Promotions that Really Worked... and Some that Didn't

I have left this area for the end, as I feel it is one in which most JCCs already have a great deal of experience and success. However, I will share a few promotions which have been particularly successful. During our discussion period I am sure that there will be others you can share.

**A. \$97 Off in 97.** This was a 5 hour sale on the 3rd Sunday of January. In order for it to succeed, we had to attract many more members than we usually do to offset the large amount of dollars off. This offer was initially introduced in 1996, partially out of desperation as our membership statistics were way

behind projections, one factor being a very harsh winter with lots of snow. We achieved a total of 85 new members between two facilities of our JCC. We were satisfied.

In January 1997, we achieved 216 members in 5 hours! Prospective members were lined up out the doors! We were overwhelmed with the success, and know our next challenge was retention. This is one of the reasons we developed some of our new retention plans that I discussed previously.

**B. Happy Birthday Promotion.** This promotion was developed by the Membership and Health & Wellness chairs and staff in an effort to increase membership in our Health Centers. All non-Health Center members receive a birthday card and 7 free visits to the Health Center for the month of their birthday. This has resulted in many new Health Center members. We are looking at purchasing a birthday gift for current Health Center members in order for them not to feel forgotten.

Another success in our Health Centers has been to re-introduce a lower fee for members 34 and under. This policy had been discontinued when we renovated and resulted in a loss of members under 34. Since January, when we introduced the reduced fee, we have attracted about 10 new Health Center members.

**C. Half-year Membership.** Our summer months used to be the slow time for membership, since we do not have outdoor facilities. We have turned this into a busy time by offering a pro-rated fee for 6 months. Now we achieve 265 new members during this period, almost triple the number previously achieved. In addition, the retention rate for the Family category is about 60%. The summer promotion has not negatively impacted our Fall membership efforts, nor have many dropped to half year who would have retained a full membership.

**D. Frequent Flyer Promotion.** After reading an article in the Wall Street Journal about the success of airline miles, as an incentive, we decided to offer 2500 frequent flyer miles with Continental Airlines for each new membership. The cost to us was 2 cents a mile, or \$50 a membership. The Membership Committee recommended giving people a choice-\$50 off or 2500 miles. The promotion, which was advertised in the local newspapers, attracted a lot of attention and many calls. However, a great majority of the new members chose the \$50 off.

## 8. Professional Development

I urge all of you to send your Membership Directors to the JCC Association's Membership Institutes when they are offered. Professionally, these Institutes have been a source of great growth for me. Most Membership Directors do not have a professional staff person in their department dealing with membership issues. Therefore it is particularly helpful to meet with others and say, "What are you doing about

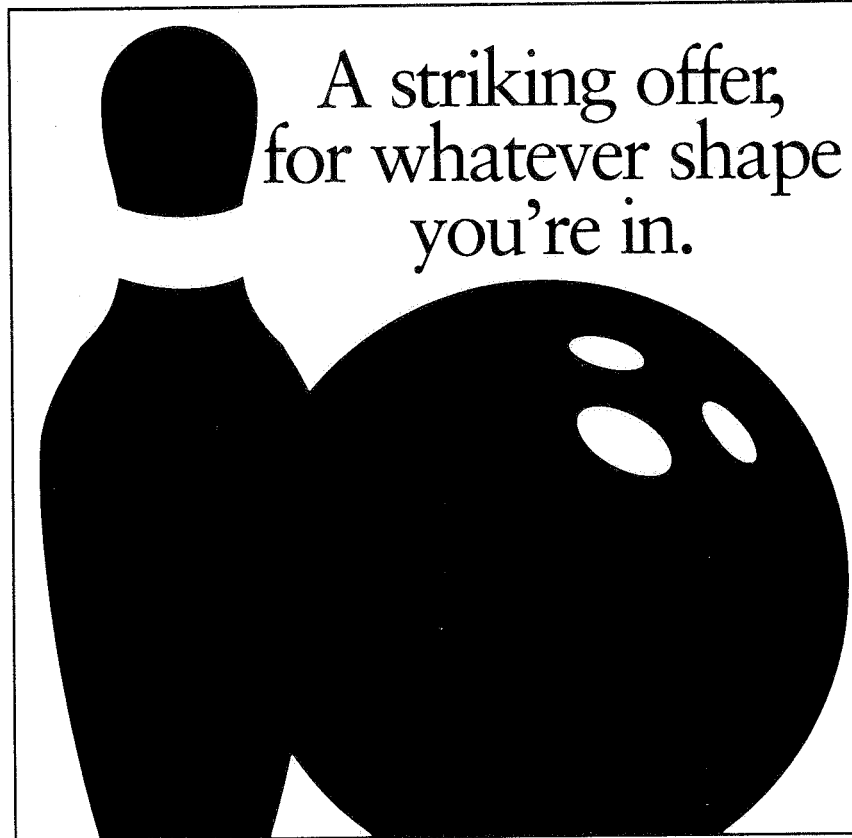
I have been involved in the planning of this year's institute and it promises to be very "on target" for Membership Directors.

Also, I would encourage teaming new Membership Directors with experienced ones in a comparable agency. I recently had the opportunity to mentor the new Membership Director from Memphis. It was

a valuable learning experience for both of us.

**Closing.** I can't tell you specifically what your JCC will be doing in the future, but I am confident you will be cross marketing, using technology to monitor membership satisfaction, identifying needs and creating programs to meet them. You will also be comparing competitive offerings and creating more effective promotions.

JCC OF METROPOLITAN NEW JERSEY, 760 NORTHFIELD AVE., W ORANGE, NJ



**Membership Plus** is right up your alley.

Enroll in Membership Plus to receive:

To take advantage of this offer, bring this card to the Membership office or call Shirley at 136-3200, ext. 212.

- Early Opening Program - 6 a.m. to 9 a.m.
- Unlimited Adult Exercise Classes
- Universal Membership: Full membership privileges at our sister agency, the Lautenberg Family Jewish Community Center of Greater Morris. Benefits include:
  - Expanded Health & Wellness Room
  - Baby Pool
  - Co-ed Adult Whirlpool on Pool Deck
  - Sauna in Locker Rooms
  - Wet Steam in Men's Locker Room

**Introducing for the first time .. Membership Plus**

**6 Month Introductory Membership Plus Fees\* (Valid through Dec. 31, 1996)**

Family .....	\$100
Single Parent .....	\$ 75
Young Married.....	\$ 90
Individual Adult.....	\$ 80
Young Adult.....	\$ 65
Youth (Gr. 1-12).....	\$ 45
Youth (Gr. 7-12).....	\$ 45

JCC OF METROPOLITAN NEW JERSEY  
 760 NORTHFIELD AVE.  
 WEST ORANGE, Nj 07052

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**Save \$215 with the Membership Plus Family package. 6 month comparison prices of services without Membership Plus:**

Early Opening Program	\$ 85
24 Exercise Classes (2 books of 12 coupons)	\$ .90
Universal Family Membership	\$140
<b>Total</b>	<b>\$315</b>
Membership Plus Cost	\$100
Savings	\$215

**\*Fees are in addition to basic membership**

Directions to the **Lautenberg** Family JCC of Greater Morris, 901 Route 10 East **Whippany**, from **westbound Route 10**: Go 2.4 miles past **Sandoz building**. At **Jefferson Road jughandle** make **U-turn** to **head** East on Route 10. Once on Rt. 10 East, go past **Channel Headquarters** and **railroad** tracks. Campus entrance is just **beyond** tracks and directly before **Japanese** restaurant Make right turn into **entrance**.

# 55+ AND THE JCC

## *Healthy it*

### 20 TEST

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1. Increases Life Expectancy
2. Decreases Heart Disease
3. Lessens Depression
4. Avoids Muscle Loss and Increases Muscle Mass
5. Increases Bone Density Helping to Prevent Fractures
6. Improves Balance and Gait
7. Enhances Flexibility and Range of Motion
8. Decreases Aches and Pains
9. Relieves Stiff Knees
10. Extends Energy
11. Attributes to Weight Loss by Elevating Metabolism
12. Helps Control Blood Sugar Levels
13. Linked to Drop in Breast Cancer
14. Lowers Cholesterol and Blood Pressure
15. Elevates Immunity and Defenses
16. Strengthens Memory
17. Lowers Incidence of Arterial Hardening
18. Helps Conquer Insomnia
19. Reduces Lower Back Pain
20. Decreases Risk of Colon Cancer

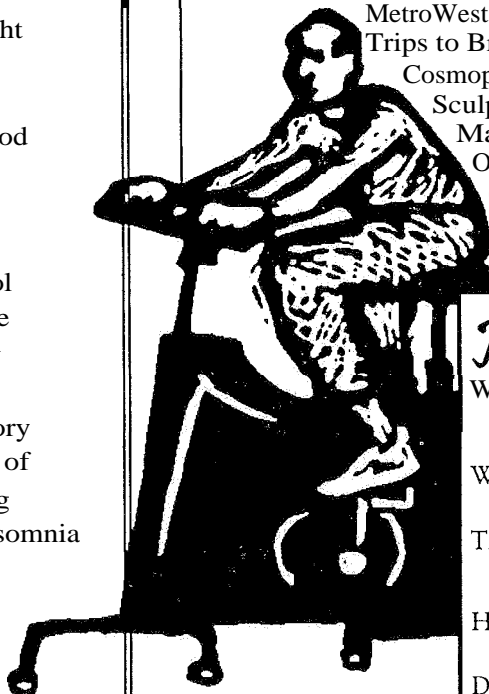
### *About A Healthy Fit ...*

*You're 55. Or 60. Or 70. You read the reports and watch TV -- you know the importance of staying healthy and fit. You're also a JCC member, and we want to help you to make the most of your membership. Maybe you already walk on the track or swim, and you're getting bored with your current exercise regimen, but put it off (too busy, not motivated, unsure of where to begin...)*

*We want you to know that the JCC cares about your needs, your interests. We want you to get fit and stay healthy. That's why so many of our classes and facilities are designed for the mature adult. Read on. You'll be impressed.*

### 7 9

In addition to our excellent fitness programs, we offer the SeniorNet: Computer Education Classes; Adult Institute of MetroWest: Women at Leisure, Men at Leisure, Trips to Broadway, Bridge, Israeli Dancing, Cosmopolitan Singles; Fine Arts Classes: Sculpture, Pastels, Ceramics, Jewelry Making, Photography, Art Lovers Odyssey, Maurice Levin Theater (fully accessible); and the chance to experience Jewish Geography. Call 736-3200, ext. 212 for details.



### *In This Issue*

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- How to Get Started, Now! . . .page 3
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## Wonderful Walking & Aerobic Exercise

When you learned to do it, your parents applauded. You do it barefoot, in slippers, sneakers, high heels, loafers, sandals and wing tips. And, when it comes to the country's top exercise, nearly 22 million Americans walk at least twice a week (Family Circle Magazine, April 95).

According to Ruth Gluck, Director of Health & Fitness at JCC Metro West, walking offers the following benefits:

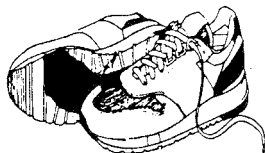
- A great over-all body toner, it helps you relax, so you sleep better. You can do it alone or with a friend!
- It boosts energy and mood.
- It strengthens the heart, lungs and bones.
- Walking helps you lose weight, which in turn can help lower blood pressure and cholesterol.
- All you really need is a good pair of walking shoes or sneakers.

The JCC offers walkers treadmills in the Fitness Center and Women's and Men's Health Centers, and a suspended track in the gymnasium (16 laps to the mile).

### Ready to Walk?

A Walking Club will begin in April.

Call Ruth Gluck at 736-3200 ext. 266 for details!



Good Sense

Workout M

Most of us have taken or watched an aerobics class. We know that aerobics is good for your heart and your waistline, but that pounding can be hard on joints and bones. Sometimes aerobics is not the best choice for mature adults or people with arthritis or injuries.

Your best bet? Water aerobics.

Water supports 90 per cent of your body weight, so aquatic exercise is essentially no-impact. Therefore, it's safe for everyone and its massaging effect helps eliminate aches and pains.

While it's gentle on your body, you're also getting an excellent workout. In fact, one hour of exercise can be equivalent to two or three hours on land, says Diane Hennings, Aquatics Director at the JCC of Metropolitan New Jersey.

*The JCC offers members SS+ continuous water walking and aquatic exercise classes, including:*

**AQUAFIT A.M.** A high energy morning workout. Aerobic movements increase energy and stamina, help with weight loss, improve muscle tone and cardiovascular fitness. Shallow and deep water workout options for swimmers and non-swimmers.



**WATER WORKOUT.** A slower pace aerobic workout designed to increase energy and stamina and improve circulation while receiving a total body workout.

**AQUAFIT P.M.** Relieve stress with this high energy evening workout. Strengthen and tone muscles using the resistance of the water.

**WATER WONDERS.** Arthritis Swim Therapy. In cooperation with the Arthritis Foundation, N.J. Chapter, the WET (Water Exercise Together) program includes approved exercises using the buoyancy of the water to extend range of motion, build muscle strength and improve muscle tone while supporting weight bearing joints (shallow water workout only).



## Q-t-v ~ Q Qettirte%

Call the Membership Office at 736-3200 ext. 212 or come to the JCC for a tour.

Once you join, a member of the JCC Fitness Staff will provide a personal Fitness Center orientation. This staff person will work with you until you get the hang of things (How many people really remember *how* to use the equipment after one lesson?) and provide follow up. *We'll* hold your hand, answer your questions and make sure you're doing it right.. Please check with your physician before starting your program.

We'll provide a complimentary Exercise Prescription personalized to your needs. Maybe that means strength training. Maybe it means a mix of strength training and walking. Or swimming and racquetball. You tell us your interests -- we'll make sure you achieve a safe and effective workout.

Want more one-on-one? Personal Trainers are availabl.

## Don't Like to Exercise Alone?

Taught by certified aerobics instructors, these exceptional safe workouts in a companionable group setting promote cardiovascular fitness and improved muscle tone,

**BEGINNER AEROBICS.** A low-impact aerobics for the true beginner or for those who have been away from classes due to injury, loss of motivation or never starting.

**FLEX & TONE.** Moderate exercise program including warm up and stretching to increase flexibility and exercises to tone body.

**TO YOUR HEALTH.** A two-part class. Part I includes aerobic activities to improve cardiovascular endurance. Part 2 includes exercises for different groups of muscles and joints, with the goal being improved flexibility and increased muscle strength. Recommended for adults with a history of heart disease, lung disorders, diabetes, obesity or arthritis, and for adults 55+ who want to maintain or improve their physical condition.

**RHYTHMIC STRETCH AND MOVEMENT.** A combination class incorporating low impact moves with rhythmic stretching.

**YOGA.** A mind/body class based on the principles of Hatha yoga.

## The Benefits of Strength Training

Strength training is defined by William Evans, Director of the Noll Physiological Research Center at Pennsylvania State University, as contracting your muscles a few times against a heavy load.

It is well known that strength training reduces muscle loss. According to Ellen Goldman, a personal trainer and the JCC's Director of Health and Wellness, strength training also provides these added benefits:

- Strength training decreases stiffness, making it more likely you'll be able to enjoy activities that put stress on the joints without getting injured.
- For arthritis sufferers, a program including strength training and walking improves symptoms, increases range of motion and promotes weight loss.
- Many reports indicate strength training increases bone density in post-menopausal women and prevents fractures in women with osteoporosis.

## Heiutti. anon ?fitness

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**FITNESS CENTER** (a complete circuit of Cybex strength training equipment, free weights starting as low as 3 lbs., treadmills, bicycles, stairclimbers, mats)

**TWO 25-YARD HEATED POOLS:** Heyman Lap Pool (82 degrees; slow, medium and fast lanes); Messing Pool (84 degrees)

**GYM WITH SUSPENDED WALKING/RUNNING TRACK**

**RACQUETBALL COURTS**

**PHYSICAL EDUCATION CLASSES**

**WOMEN'S & MEN'S HEALTH CENTERS**

# JCC MEMBERSHIP MINUS YOUR AGE = HEALTHY SAVINGS

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*Survey*

Name \_\_\_\_\_ Date of Birth \_\_\_\_\_  
Address \_\_\_\_\_ Phone \_\_\_\_\_  
Are you currently exercising?  Yes  No  
If so, where \_\_\_\_\_  
No. of times a week: \_\_\_\_\_ Duration: \_\_\_\_\_  
What type(s) of exercise(s) would you like to do at the JCC?  
\_\_\_\_\_  
How can the JCC help you get started?  
\_\_\_\_\_  
Other Activities You Would Be Interested In at the JCC  
\_\_\_\_\_  
Mail or bring in this survey to receive a FREE 1-week JCC membership!

## JCC MEMBERSHIP -YOUR AGE HEALTHY SAVINGS

### "TAKE YOUR AGE OFF" JCC MEMBERSHIP FOR ADULTS 55+

Bring this newsletter to the Membership Office to save your age off the regular cost of JCC membership.

Family Membership \$515 minus your age  
Individual Membership \$400 minus your age

**GUARANTEED SATISFACTION:** Should you, for any reason, decide not to remain a member after your trial period, we'll be sorry to see you go, but we'll cheerfully refund your membership fee less a \$25 processing fee. No hard sell! No gimmicks!

*JCC Membership is required for most activities described in this newsletter. Not valid for Limited Older Adult Membership, or with any other promotion. Only one membership reduction per family. Offer valid for new members only.*

### *Pitfyer y4'Hrseel:*

*1/190>xaen' f,- 7en', HeetA Centers*



In addition to our other outstanding facilities, we have two luxurious Health Centers that include jacuzzi, sauna, whirlpool, and complimentary exercise classes.

Join a Health Center and receive a discount of \$75 plus your age in dollars. (This offer is in addition to "Take Your Age Off" regular membership!)

# WE ARE ONE

## Introducing IfWISH SINGLES \*

**JCC**  
metrowest

### Full JCC and Synagogue Membership for only \$290 (ages 23-30)

#### JSK Membership includes:

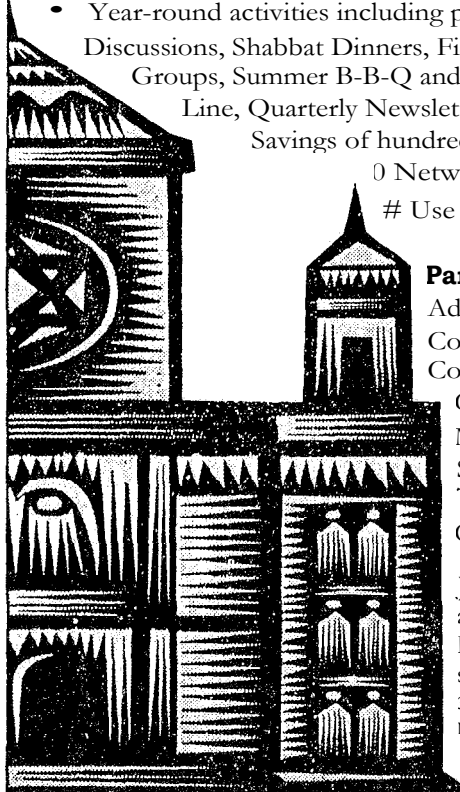
- Full membership privileges at either the JCC of Metropolitan New Jersey in West Orange or the Lautenberg Family JCC of Greater Morris in Whippany.
  - Full membership privileges, including one High Holiday ticket, at any synagogue listed below.
  - Year-round activities including progressive Sukkah dinner, Public Interest Discussions, Shabbat Dinners, Film Program, Singles Seder, Discussion Groups, Summer B-B-Q and Swim, Coffeeshouses, Telephone Hot Line, Quarterly Newsletter, Festival Celebrations, Purim Bash. Savings of hundreds of dollars.
- 0 Network of Jewish friends and activities.  
# Use of all JCC facilities.

#### Participating synagogues:

Adath Shalom, Dover (Parsippany 7/97)  
Congregation Agudath Israel, Caldwell  
Congregation Beth Alin, Verona  
Congregation Beth El, South Orange  
Mount Freedom Jewish Center  
Shontrei Lmunah, Montclair  
Temple Beth Shalom, Livingston  
Olccb Shalom, South Orange

JSK Membership applications *only* available at participating synagogues.

For further information, call a participating synagogue or Barbara Weisbart at (201) 736-3200 ext. 211. JSK membership, is a project of JCC MetroWest and the Rabbinic Cabinet of MetroWest



*SPEC*

*W T YOU BACK!  
OFFER FOR FORMER*

*MBERS!*

Dear Former JCC Member,

Did you ever have a sweater or vest you discarded because it was out of style? And then, years later, wish you had kept it because it came back into vogue? Your JCC membership is like that sweater. You joined because you liked the fit, and then somewhere along the line, the fit no longer matched your needs.

Times change, however, and so do your needs. Perhaps you first joined for early childhood classes or camp; now your kids are teenagers or out of the house. Or maybe you joined for health and wellness and lost motivation.

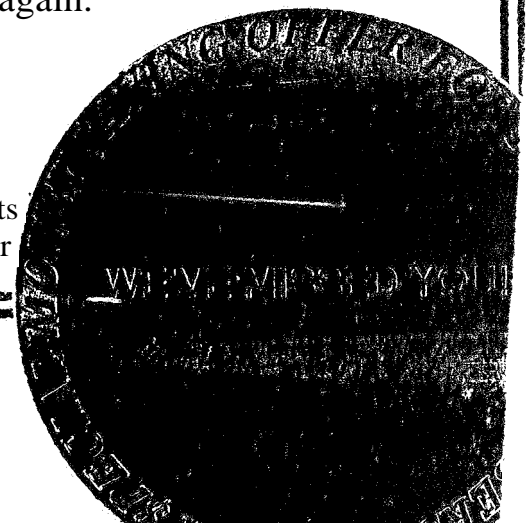
Whatever the reason, during the time you've been away, the JCC has grown physically and programmatically. You may not need nursery school any longer, but everyone needs to stay fit and healthy. We now have two heated pools (one a lap pool, 4 feet all the way across -- perfect for water walking), a full-size gym with walking/running track, newly renovated racquetball courts, a CYBEX cardiovascular and strength training center, personal training and the newest exercise classes. Refer to the brochure for more complete details.

We hope the JCC is in style for you again. Choose to rejoin us now and receive November and December free (a \$68 family value) and an additional \$50\* off membership as our way of welcoming you back to the JCC. With this offer, a 14-month Family membership is \$465; an Individual Adult membership, \$350 (call for other membership categories).

To reactivate your membership, bring this letter with you to the membership office or call Shirley at (201) 736-3200 ext. 212. She was here to welcome you the first time you joined and will happily do so once again.

Sincerely,  
Lisa Cohen, Membership Chair

\* \$50 discount valid until March 31, 1996. P.S. Whenever posts deferred payment plans are available by requesting a special ar



NEW MEMBER INTAKE FORM

Dear Health and Wellness Member:

We want to ensure that your work out experience is a good one. We recognize that needs of people are different. Please complete the form to enable us to best serve you.

Memb. # \_\_\_\_\_ WHC ( ) MHC ( ) \_\_\_\_\_ Date \_\_\_\_\_

Name \_\_\_\_\_

Address \_\_\_\_\_

Phone # Home \_\_\_\_\_ Work \_\_\_\_\_

Fax Number \_\_\_\_\_ May we call you at work? Yes No

Best time to be reached \_\_\_\_\_

PLEASE CHECK HEALTH & WELLNESS FACILITIES YOU HOPE TO USE:

<input type="checkbox"/> Pool	<input type="checkbox"/> Health & Wellness Room
<input type="checkbox"/> Walking Track	<input type="checkbox"/> Cardiovascular Equipment
<input type="checkbox"/> Racquetball Courts	<input type="checkbox"/> (i.e. treadmills, bicycles, stairmasters)
<input type="checkbox"/> Gvm (i.e basketball volleyball)	<input type="checkbox"/> Firming & toning (Cybex)
<input type="checkbox"/> Other	<input type="checkbox"/> Free weights

How many and which days per week do you hope to work out?  
 Days & time you are most likely to work out \_\_\_\_\_  
 Would you like to meet with a Health & Wellness staff person? \_\_\_\_\_ Yes No  
 If no, you may stop here.  
 If yes, please check purpose(s) of meeting with staff:  
 Introduction to fitness training equipment.  
 Fitness consultaonlsetting goals.  
 Fitness assessment (extra fee)  
 Other, explain \_\_\_\_\_

Within the last 3 years have you worked out on a regular basis? \_\_\_\_\_ Yes \_\_\_\_\_ No  
 If yes, describe: \_\_\_\_\_  
 If no, have you previously started a workout program and stopped? \_\_\_\_\_ Yes No

After your initial appointment with a staff person, would you prefer:  
 To he assigned to a Health & Wellness staff person to periodically discuss your program.  
 For you to request staff help as needed.  
 Do you want a chart set up to monitor your progress? Yes No  
 Do you have any special medical needs we should know about? \_\_\_\_\_ Yes \_\_\_\_\_ No  
 If yes, describe briefly \_\_\_\_\_  
 Other comments that will be helpful to us \_\_\_\_\_

# **A LOOK AT THE BALTIMORE JCC MEMBERSHIP PROCESS**

Presented by Dale Busch  
Associate Executive Director, JCC of Greater Baltimore

# A LOOK AT THE BALTIMORE iCC MEMBERSHIP PROCESS

**Presented by Dale Busch**  
**Associate Executive Director, JCC of Greater Baltimore**

## **A Picture of the Baltimore JCC: Its Facilities and Services**

The Jewish Community Center of Greater Baltimore is a non-profit, social service and recreational agency dedicated to providing programs and services to the Jewish people and its community. Founded in 1854, it is the oldest JCC in North America.

Currently the Baltimore JCC has two full-service facilities, one situated on four acres on Park Heights Avenue in Baltimore City and the other situated on 157 acres in Owings Mills in Baltimore County. The JCC also has an off-site day camp facility, Milldale, that rests on 1.50 acres of county land. The Park Heights facility is the oldest building which was built in 1959. The Owings Mills building opened in 1978, and between both facilities the JCC serves about 15,000 members of all ages along with thousands of community residents who take advantage of many of the JCC's programs and services.

## **Marketing Study**

The membership of the Baltimore JCC wasn't always this large but in 1990, based on a marketing study and a follow-up series of focus groups, the JCC embarked on a mission to grow membership and affiliation. These were the issues that emerged from the initial study. The JCC was seen by the community as:

- Old and out of date.
- Having a membership that was "too religious".
- Appearing to serve only the frail and elderly.
- Undynamic or inactive.
- Having an affiliation/membership cost which was too high.

The real issues were how to grow membership at the JCC and how to change the agency's image.

The number of membership units was flattening under a model in which members paid separately for Membership, use of Pro-Fitness, Camp, Pre-School and all other classes and services. In order to revitalize membership the JCC decided to risk a model that would produce more income by doing a volume business instead of putting the burden on fewer members.

# New Menu of Membership Options Created

1989-1990		1990-1991		1991-1994
Dues:	Pro-fitness:	Dues:	Pro-fitness:	Pro-fitness:
Family \$495	1st Person in Family \$175	Family \$295	1st Person in Family \$195	1st Person in Family \$245
Couple \$415	2nd Person in Family \$135	Couple \$295	2nd Person in Family \$165	2nd Person in Family \$195
Adult \$350	Older Adult \$90	Individual \$195	Older Adult \$100	Older Adult \$100
Single Parent \$310	Student \$90	Single Parent \$195	Students \$100	Students \$100
Young Adult \$185	College Student (Breaks) \$50	Students \$95	College Student (Breaks) \$50	College Student (Breaks) \$50
Youth \$160		Older Adult Couple \$25	Summer Pro-Fitness \$100	Summer Pro-Fitness \$100
Older Adult Couple \$70		Older Adult Individual \$15		
Older Adult Individual \$40				

## New Membership Categories Added

**Summer.** Good Memorial Day through Labor Day. Entitles participants to enroll in any and all JCC activities and utilize all facilities except Pro-Fitness and Health Club.

Fees:	Family/Couple.....\$195
	Individual/Single Parent.....\$125
	Student.....\$75

**Affiliate.** Entitles Participants to enroll only in adult and children's classes (Health & Fitness classes excluded), Parenting Center, birthday parties, and cultural arts events at member rates and receive all JCC mailings.



Fees:           Family.....\$95  
                  Individual.....\$75

All existing membership categories had a dues roll-back; however, Pro-Fitness was still excluded from the regular membership.

In the Fall of 1994, after measurable growth in membership was already achieved, the separate Pro-Fitness membership was eliminated and folded into the general membership package with \$50 added to membership for Pro-Fitness.

**Additional Creative Membership Options:**

- Another creative option was a membership that supports ongoing Jewish education by creating a post Bar or Bat Mitzvah membership for only \$25 for each teen if they remained in a Jewish education program.
- Additionally, a new Jewish Communal Professionals Membership category was established which includes teachers in Jewish Day Schools.

**Risks:**

- This plan was a serious financial risk.
  - a) there was the loss of guaranteed revenue.
  - b) there would be major increases in program costs.
- It might be hard to explain.

**Phase I:**

(We might have been smarter than we thought)

**Goals:**

- Respond to existing membership.
- Respond to the community.
- Make the JCC membership affordable.
- Increase the JCC membership base.
- Update the JCC's image.
- Increase revenue.

**Accomplished:**

- An unexpected benefit to the JCC was the improved spirit of both the staff and the Board - a re-dedication of goals.
- A message to the membership and the community that the JCC is a responsive organization.
- Membership fees will no longer subsidize the program cost.
- Camp Milldale became more affordable and accessible.
- The plan attracted new affiliate members of the JCC.
- Program costs only increased by 8-10% instead of 15-20%.

This new membership and marketing plan also allowed the JCC to respond more rapidly to both suc-

cessful and unsuccessful program initiatives. The unsuccessful programs were dropped quickly while the successful ones received focus and resources.

**Examples of recent successes:**

- Aerobics - from 20 to 250 regular participants weekly
- Pro-Fitness - over 4,00 individual evaluations to date
- Co-Ed Softball - from zero to 350 in its first year
- CSA - a martial arts program serving over 450 of all ages
- Roller-Hockey League - 180
- Teen Basketball League - from four to 18 teams in one year
- Teen Dances - from zero to ten in one year

The plan was implemented and from 1991 to 1996 this is the picture of our membership growth (See membership growth chart).

## **Phase II**

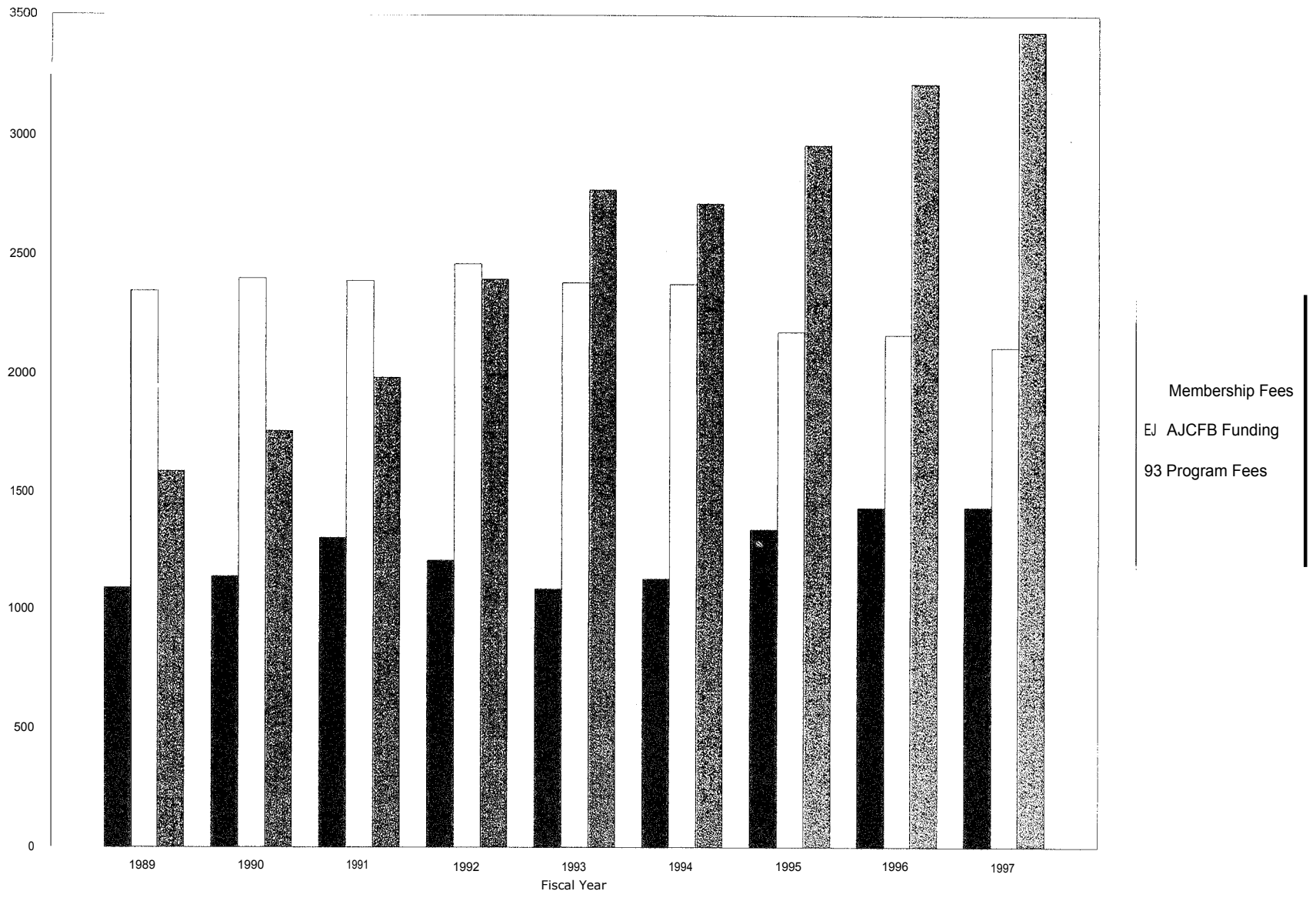
Currently the JCC is at another crossroads: the facilities continue to age and because of the rapid increase in membership and usage the JCC facilities are being taxed to the limit. We are out of space and we can no longer adequately serve certain populations such as senior citizens and adults. In response, the JCC is in the process of commissioning a new marketing study. We have just completed a nine month long range planning process and in the next 2 - 5 years the JCC expects to embark simultaneously on an expansion and renovation of the existing JCC facilities in order to meet the needs of the community. If we do not accomplish this we will have difficulty holding our ground and we will most probably see a decline in membership growth, which is something no JCC can afford during these economically challenging times.

**JEWISH COMMUNITY CENTER  
MEMBERSHIP REPORT  
FISCAL YEARS 1990 - 1995**

CATEGORY	<u>AS OF 06-30-95</u>		<u>AS OF 06-30-94</u>		<u>AS OF 06-30-93</u>		<u>AS OF 06-30-92</u>		<u>AS OF 06-30-91</u>		<u>AS OF 06-30-90</u>	
	Billing Units	Total Members	Billing Units	Total Members	Billing Units	Total Members	Billing Units	Total Members	Billing Units	Total Members	Billing Units	Total Members
<b>FULL MEMBERSHIP</b>												
Family	1,933	7,908	1,841	7,512	1,749	7,192	1,692	7,026	1,488	6,178	1,690	6,933
Couple	356	712	337	674	363	726	348	696	314	628	327	654
Single Parent Family	221	568	233	609	193	479	186	479	168	449	177	469
Individual (26 and Over)	854	854	791	791	735	735	795	795	804	804	826	826
Student ( 25 and Under )	703	703	761	761	822	822	493	493	535	535	331	331
Older Adult (H&F Couple)	125	250	110	220	308	308	106	212	92	184	98	196
Older Adult (H&F Individual)	363	363	333	333	109	218	293	293	260	260	237	237
Subtotals	4,555	11,358	4,406	10,900	4,279	10,480	3,913	9,994	3,661	9,038	3,686	9,646
<b>ENRICHMENT MEMBERSHIP</b>												
Family	32	103	15	49	22	74	39	129	47	153	0	0
Couple	0	0	0	0	0	0	2	4	0	0	0	0
Single Parent Family	0	0	1	2	1	2	6	17	0	0	0	0
Individual	26	26	21	21	23	23	30	30	11	11	0	0
Older Adult (Couple)	7	14	11	22	19	38	25	50	22	44	16	32
Older Adult (Individual)	78	78	89	89	115	115	155	155	185	185	159	159
Subtotals	143	221	137	183	180	252	257	385	265	393	175	191
<b>CORPORATE MEMBERSHIP</b>												
Family	384	1,972	281	1,509	239	1,263	148	804	0	0	0	0
Couple	46	92	27	54	25	50	11	22	0	0	0	0
Single Parent Family	8	26	6	18	6	18	2	6	0	0	0	0
Individual	37	37	17	17	10	10	3	3	0	0	0	0
Subtotals	475	2,127	331	1,598	280	1,341	164	835	0	0	0	0
Totals - Annual Memberships	5,173	13,706	4,874	19,681	4,739	12,073	4,334	11,214	3,926	9,431	3,861	9,137
<b>SUMMER MEMBERSHIP</b>												
Family	210	849	327	1,313	291	1,159	244	956	290	1,174	0	0
Couple	12	24	11	22	12	24	13	26	10	20	0	0
Single Parent Family	29	77	28	75	28	64	30	72	61	93	0	0
Individual	20	20	30	30	36	36	42	42	32	32	0	0
Student	232	232	168	168	156	156	123	123	108	108	0	0
Subtotals	503	1,202	564	1,608	523	1,439	452	1,219	501	1,427	0	0
Totals	5,676	14,908	5,438	14,289	5,262	13,512	4,786	12,433	4,427	10	3,861	9,837

# Revenue Comparison

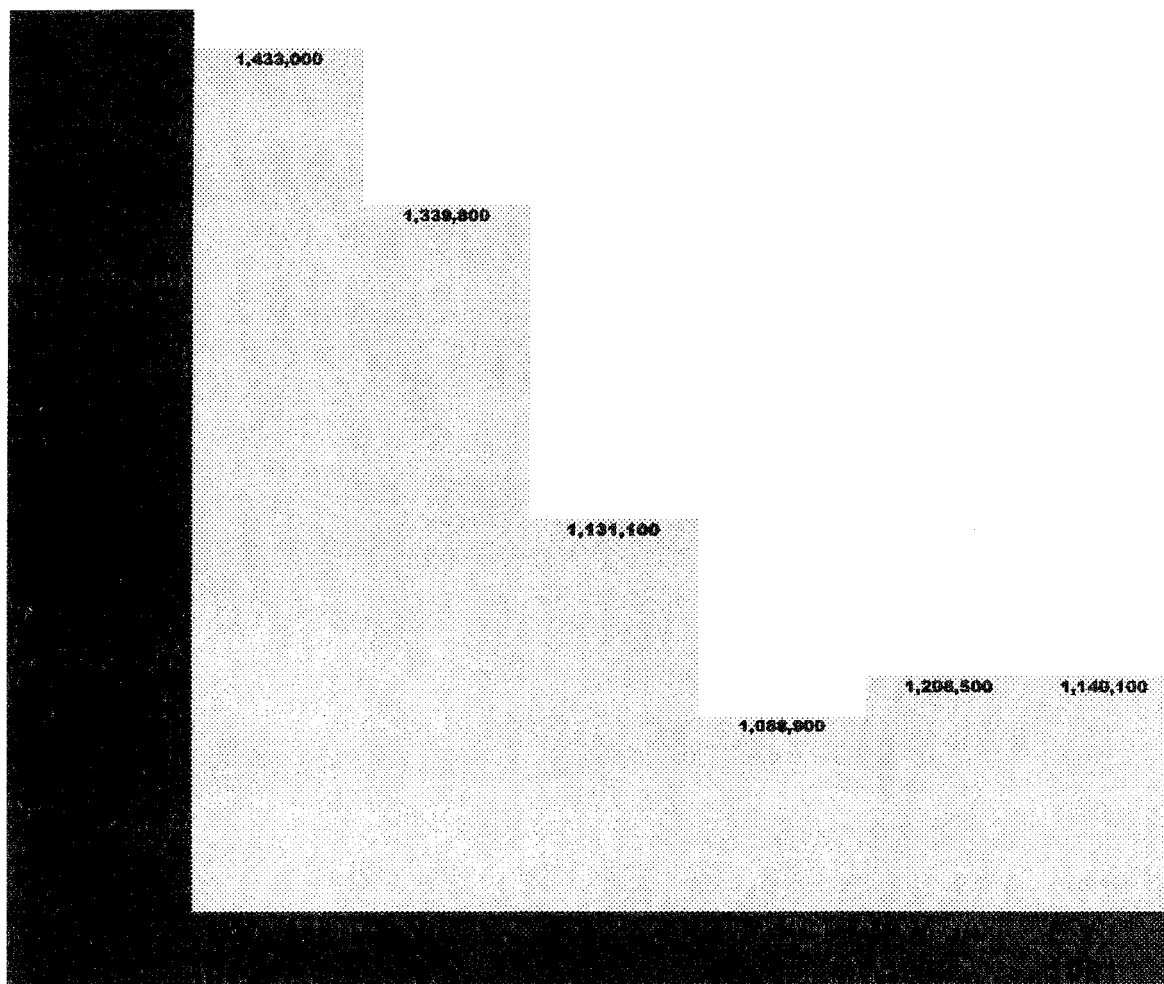
1989 to Present



Membership Includes Building Fund.

**JEWISH COMMUNITY CENTER OF EATS BALTIMORE  
SOURCES AN APPLICATIONS OF FUNDS  
SIX YEAR COMPARISON**

**FUNDS PROVIDED Y MEMBERSHIP DUES**



**MEMBERSHIP i**  
**A SOURCE REVENUE**

Presented by Joel Dinkin  
Executive Director, Leo Yassenoff JCC of Greater Columbus

# MEMBERSHIP IS A SOURCE REVENUE

**Presented by Joel Dinkin**

**Executive Director, Leo Yassenoff JCC of Greater Columbus**

It is my pleasure to share one community's experience in relation to a change in membership structure. We all know and recognize how critical the issues of membership revenue are, and I hope that you can look at the experience from one community and apply the principles to your community.

The presentation will focus initially on providing an historical perspective of our JCC, the steps taken to analyze and study the issue, the decision making process, the implementation, and a status report almost three years later. I will also review with you the categories of membership that were in place prior to the Choice Plan and review the depth of the Choice Plan.

**Background.** Significant changes in the demographics of the Jewish community and competition among recreational/fitness facilities forced the JCC to examine ways to recruit and retain members. In 1983, the JCC opened a new 105,000 square foot facility that created a tremendous amount of excitement and enthusiasm. Our brand new facility was sorely needed in the community and was well received. Five years later, the JCC membership units peaked at 2,624 and dropped to a low of 2,011 in 1994—a drop of over 500 units and over \$150,000 in revenue. In the fall of 1992, then-President Ted Fisher appointed a task force to study membership issues. The Jewish community had changed and continued to change. It was more geographically dispersed, highly intermarried, and like many JCCs across the country, the issues of consumerism and of meeting specific needs continued to be a significant challenge.

In 1990, the Columbus Jewish Federation completed a demographic study and, among many important issues, the study verified that 50% of the Jewish community resided in northwest Columbus. The JCC is located on the east side. The JCC was challenged, like most communities, to address issues for service delivery to outlying areas. Along with the declining membership and increased competition, the member became more of a consumer looking for specific needs to be met. Staff and lay leadership received continuous feedback from members and former members requesting flexibility within the membership structure, and alternate ways to join the JCC. Requests were coming for a variety of reasons, from all age groups, throughout the city. We continued to see the Jewish community spreading out; the JCC still has a 66% membership base from one zip code, while numbers from the northwest, and now the northeast, continue to grow.

**Research.** In January 1993, the Board approved, for the first time, a summer membership category. For \$75 per individual and \$150 for family, the membership unit could join Memorial Day to Labor Day, and access all programs with the exception of camp at the main facility. In 1993 there were 150 units, in 1994, 175 units, in 1995, 203 units, and in 1996, 197 units. Approximately 20% upgraded to an annual membership and the JCC generated in excess of \$30,000 in additional camp fees from summer members. This proved to be a major issue for the Board. The initial risk, which created a summer

membership, opened the doors for future study and changes. The philosophical issue that was discussed centered around short term membership options when long term needs are required (annual support vs. seasonal support). The JCC determined that it was time to be open to alternate ways to join the JCC. This initial success in consumer-driven markets provided the momentum for extensive market research. In June 1993, a research firm was hired to acquire a greater understanding of consumer needs. Research was conducted in two phases: the first phase featured focus groups of current, former and never been members (all Jewish), the second phase circulated a detailed questionnaire to 1,400 households to determine their preference (among other things), of three membership models: current structure (traditional family, couple, individual), a flat rate option of \$100 per person, or the Choice Plan.(a new plan that allows singles, families and individuals within a household to tailor their membership so that it best meets their needs).

### **Why the Choice Plan?**

- Research indicated that the Choice Plan was strongly preferred due to its flexibility and simplicity.
- The Choice Plan responds to the changes in lifestyle, household composition and to many of the demographic issues the community is facing.
- The Choice Plan responds to the concept of choice, giving the consumer the opportunity to choose the membership option and fees that the consumer wants.

**Decision-Making Process.** One can imagine the time and effort and grueling discussion that took place in reviewing the research and making a decision to overhaul the membership model at the JCC. In the absence of similar models in other JCCs, the Board could not compare the possible financial impact of the plan with experiences elsewhere. JCC leadership expressed the sentiment that by doing nothing, the JCC would continue to lose members. Lay leaders knew that a change had to be made. The question was to what? We had faith in the research and decided in October 1993 to roll out the new plan in stages. Stage one was in January 1994. It lowered the price of the adult and youth adult member, creating a teen membership and allowing married adults to join the JCC as an individual (prior to this date, couple memberships were required). These components of the Choice Plan were introduced slowly. The complete roll out took place in the Fall of 1994.

**Roll Out.** A comprehensive marketing plan was developed to inform the community of the change. Press releases and ads created a sense of excitement about the new membership plan. Successful marketing was the key, as well as having the right staff to "close the deal". In the first year, the roll out addressed the general concept of the Choice Plan, emphasizing the concepts of the Choice Plan: flexibility and choice. In year two, the message was targeted to more specific programs and markets. Our budget was approximately \$15,000. At times we have experimented with some non-traditional avenues (ads on theater screens).

### **What We Have Learned**

- The JCC, regardless of membership structure and rates, must provide the highest quality programs, maintain clean, state-of-the-art facilities, and exceed customer expectations. Our constituency expects the best, and with increased competition, being the "Jewish" facility is no longer enough. We have learned, and it is constantly reinforced, that the consumer expects the best.
- Change takes time.



- Have the right personnel in the membership office to "close the sale". The professional staff need to be able to ask the right questions, provide the answers, and close the sale. When a prospect walks into the building, they are here to "buy".
- The Choice Plan has had a positive impact on retention. In some cases, the household is paying more, in some cases less, but retaining membership.
- Now, three years later, it's time to evaluate the plan. Our retention rates are higher (cancellations are down), but we indicated that after three years, the plan would be evaluated as part of our strategic plan. Research is being conducted and membership related questions will be asked.

**Summary.** It is important to keep in mind that conducting research is only a piece of the complicated puzzle. JCCs are a very complicated business which must deliver the goods. JCCs must keep in mind that membership revenue is *a* source of revenue and not *the* source. It needs to be managed like other sources, but realize that today, membership fees are tied directly to the quality and quantity of programs that the JCC provides. In the future, membership fees may be a thing of the past which will result in rethinking the way JCCs and their consumers relate.

*A Jewish  
Neighborhood*

*Family  
Enrichment*

*Holiday  
Celebrations*

# *Choose your dues.*

*at the Jewish Community Center*

*Community  
Involvement*

*The Choice Plan allows  
you to pick and choose  
the membership option  
that best fits your needs.*

*Recreation  
& Wellness*

*Cultural Arts*



# Choice



*At the JCC,  
you have a  
membership  
choice.*

*No two people  
are alike.*



*No two families  
are the same.*

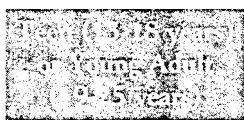
The power to create what is right for you - to select what fits your lifestyle today. That's what the Choice Plan, the JCC's membership structure, is designed to do. It's a kind of membership for a changing and evolving Jewish Community Center.

The JCC of today is flexible, creative and diverse, yet remarkable in its ability to provide services for each member of the community. The JCC is a "neighborhood" that celebrates our common culture, while recognizing the diversity within that culture.

The Choice Plan is the result of a yearlong research project in which members, current and former, and nonmembers told the JCC what they want and need in a membership agency. The results were clear - the JCC is valued for its breadth and purpose, but individuals and families want flexible options and more affordable alternatives for membership.

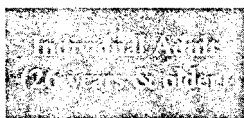
We encourage every member of your family and the community to be a part of our "Jewish Neighborhood." The Choice Plan provides the flexibility and affordability you said you wanted. Now the only thing left to choose is what part of the Choice Plan is right for you.

*Level I – General Membership-(Annual)\**



= \$155

Individual Memberships



= \$210

Household Memberships



= \$365



= \$415



= \$465

- First household member must be age 18+. Membership is complimentary for all children under age 2 unless enrolled in a JCC program.
- Senior adults age 62+ who are fully retired may apply a 10% discount to all membership fees.
- Young adults may apply a 10% discount to Level II & Level III upgrades.
- Payment must be in full. Postdated checks, VISA or Master Card are also considered payment in full. A maximum of three consecutive months may be submitted.
- Prices are subject to change.

\*Sales tax is applicable to all memberships.

*Level II - JCC Plus Membership\**

All General membership privileges plus: State-of-the-art Nautilus and cardiovascular equipment.

Annual membership: General membership price + \$205 per person

3-month mini-membership: General membership price + \$80 per person

Additional months may be added to the mini-membership

*Level III - Health Center Membership\**

All General and JCC plus Membership privileges plus:

Luxury lounge/locker room with steam, sauna and whirlpool, aerobics and water aerobics

Annual membership: General membership price + \$350 per person

3-month mini-membership: General membership price + \$130 per person

Additional months may be added to the mini-membership

*Patron Levels*

Patron members provide financial support to the JCC by including tax deductible contributions in addition to dues.

Bronze Patron Membership + \$100 donation

Gold Patron Membership + \$250 donation

Diamond Patron Membership + \$500 donation

*Registration/Reinstatement Fees*

Registration Fee:

Applicable to all new members \$25

Reinstatement Fee:

Applicable to former member after 12 month lapse \$15

Maximum General Fee; the fifth household member, or more, is free!

## *Value and flexibility the Choice is now yours.*

A JCC membership includes access to preschool, summer camp and fitness facilities, among many other services for all ages and interests. But the intrinsic value of membership is far more important. These JCC "products" are the vehicles by which we preserve the Jewish continuity of our community.

Jewish continuity begins with ourselves, our family, friends, and neighbors. Together, we create the excitement and energy about being Jewish. Participation and involvement at the JCC provides a connection that one carries always.

We invite you to meet, learn, celebrate and grow at the JCC. You can build and strengthen the Jewish community of tomorrow by joining or renewing your JCC membership today.



*The Choice Plan  
is just one of  
many ways the  
JCC is responding  
to the individuals  
and families that  
create the mosaic  
of today's Jewish  
community.*

# JCC

Everything from  
Recreation to Inspiration,

## MEMBERSHIP DUES CATEGORIES Prior to August 1994

Category	Annual Dues
----------	-------------

Single Paren	\$330	
Family	465	
Young Family	370	
Couple	385	
Adults	199	(Prior to Jan. 1 was \$300)
Young Adult	150	(Prior to Jan. 1 1993 <sub>1</sub> was \$240)
Senior Couple	225	
Senior individual		
Senior Couple	145	
Senior Individual	120	
Teen	125	(New Category of Jan. 1, 1 )

LEO YASSENOFF JEWISH COMMUNITY CE  
OF GREATER COLUMBUS

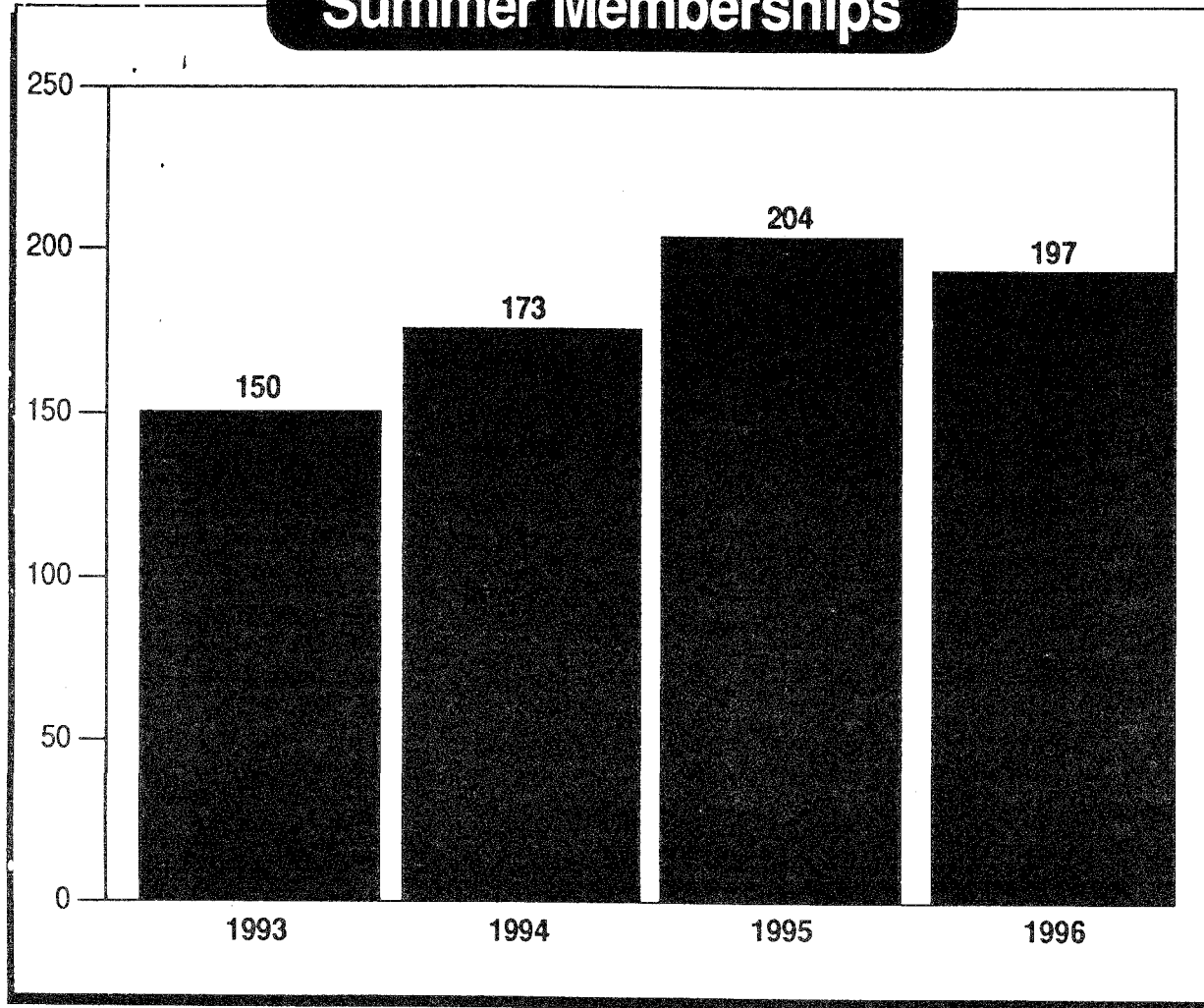
**MEMBERSHIP HOUSEHOLDS**  
**Monthly Stats. — March 1997**

	March '95	March '96	March '97
Adult , 1 or More	192	205	196
2 Adults , 1 or More	658	669	664
Adult + Adult	167	187	169
Adult	478	514	501
Young Adult	65	94	
Sr. Couple	137	132	121
Sr. Individual	194	199	207
Sr.. Social Couple		18	
Sr. Social	45	39	29
Teen	27	28	
	1981	2085	2039

## Summer Memberships

- 20% Average Upgrade to Annual Membership
- Generates over \$30,000 in Camp Fees
- Less than 10% per year have downgraded from Annual Membership to join as Summer Members

Summer memberships have higher % of non-Jewish members than annual members





# **CHAT MEMBERSHIP PROGRAM**

Presented by Paula Herzmark  
Executive Director, Robert E. Loup JCC of Denver

# CHAI MEMBERSHIP PROGRAM

**Presented by Paula Herznark**  
**Executive Director, Robert E. Loup JCC of Denver**

## Introduction

In 1992, with a dilapidated building, a dwindling membership base of less than 1,000 members, \$1 million in debt and with a deficit budget, the Denver JCC was in crisis. In September, 1992, the Board of Directors engaged marketing consultant Lisa Farber Miller to analyze current membership and fee structures at the JCC and make recommendations as to how they should be changed. The JCC subsequently undertook a major capital funds campaign to finance the renovation and expansion of its facilities.

### **The marketing study set out to answer the following questions:**

- Can the JCC restructure its membership fees and benefits to increase the number of members and maximize revenues?
- How can the JCC convert users to members?
- How can the JCC promote access to its programs and services and at the same time preserve the importance of membership and belonging?
- Should the JCC offer a tiered membership fee structure, a menu approach as other JCCs have done?
- What are the implications of charging everyone a low-dollar amount membership and offering programs and other services only to members?
- What kinds of membership benefits and services are most attractive?

In addition to answering these questions, the assignment included:

- Reviewing the existing membership options and fees.
- Analyzing usage and membership statistics to determine the total number of JCC customers.
- Preparing a competitive market analysis of area athletic clubs, preschools, senior centers and other program areas.
- Analyzing existing revenue streams from dues and classes, and revenues from non member users.
- Researching how other JCCs nationally have approached membership dues.
- Interviewing the key players at the JCC to get their input and ideas.

- Developing a model program with a pro forma reflecting projected revenues and expenses, the pros and cons, and the critical issues to resolve. Contrast and compare the recommended model with the status quo.

**The study revealed the following conditions, which strongly suggested that changes were required:**

®The entire physical plant and pricing structure for membership were not competitive.

- Regarding the health club:

The Center fees for the pool and fitness area were the cheapest in town. People who just used the pool and fitness room got a great deal: they paid less than any other club, including the YMCA. But the JCC facility was not as nice as the Y.

The JCC was the only club in town that charged for aerobics classes, and offered them to the general public. Every other facility offered them free to members, and only members could participate.

Access to aerobics classes is typically one of the reasons why people join clubs and the JCC was not competitive in this area. The JCC was expensive for the regular aerobics class user and the system was cumbersome because you had to pre-register for classes.

An individual member taking aerobics classes 5x/week paid about \$57 per month. That compared to other competing aerobics' clubs where they paid \$51 per month, or the Y, where they would pay only \$29.25 per month.

The JCC was the only fitness facility that could not bill customers on a monthly basis. A new management information system enabling the JCC to bill monthly and track membership would be critical to the future success of the Center.

- With regard to membership:

Membership categories and benefits were confusing: there were 21 different types of membership, each with its own set of fees and benefits.

The value of membership was questionable, especially for the non-fitness user. Member discounts for classes were not significant enough to reward members or induce non-members to join.

The JCC was the only tennis club in town where an individual did not have to belong to the entire club and have full membership. In that way, it was the cheapest indoor tennis center. All others required full membership, anywhere from \$70 to \$100 per month vs. \$35 per month just for tennis at the JCC. It is important to note that most others also offered a larger facility, so their membership was worth more.

The JCC did not treat members differently than users, in many cases because there was no database available that enabled the Center to communicate effectively with them. There had been an inherent bias on the part of program staff to increase non-member use because programs made more money from non-members than members (non-members paid more). Many times users' needs conflicted with members' wants. For instance, on the nights when non-member basketball leagues played, members could not use the gym. Member discounts were not deep enough to convert frequent users to members.

Member rates for classes and the preschool were in many cases lower than almost all competitors. The non-member rate was closer to the going rate offered by competitors.

In summary, the market study revealed that the Denver Jewish community would support the JCC if the facility were clean and modern, if the programs offered quality content, and, most importantly, if the member could pay for and support only those programs in which he was interested.

Through surveys and polls the membership and community provided a clear message that the traditional membership structure, (a membership fee assessed in order to generate revenue for the Center) left the impression that the member subsidized programs he/she did not use. The traditional membership structure did not provide a cost-effective and market-driven option for this community.

## **The JCC Response**

The JCC Board of Directors decided to develop a new membership program with the following goals:

- Develop a targeted list of metro area households from which to market JCC programs and activities.
- Provide a membership structure that allowed the member to pay for what he used. (This meant generating income from programming revenue rather than through membership fees.)
- Offer a membership rate that represented more an opportunity cost, than a true revenue stream.
- Maintain and increase revenues.
- Convert large numbers of users to members: promote institutional loyalty.
- Promote greater use across programs.
- Be priced competitively.
- Provide value to members.
- Reorganize to coincide with the new renovation.

The resulting membership program would have to be one that met the following criteria:

- Members who wanted access to the fitness area would purchase an annual Sports and Fitness Center membership, assessed monthly. People would pay for what they wanted. If they only wanted to use the Sports and Fitness Center, that's all they would pay for. If they only wanted to take theater classes, they would not have to pay to maintain the Sports and Fitness Center.
- The Sports and Fitness Center membership fees would include the cost of all aerobics and aquafitness classes. Those who purchased the membership would have free access to all fitness classes.
- Only Sports and Fitness Center members would be able to play in adult basketball leagues.
- Youth leagues would be open to all members. They would not have to join the Sports and Fitness Center to play in a youth league. They would have to join the JCC (\$18/\$36).

The only fitness classes for which there would be fees would be private lessons: swimming lessons, racquetball lessons, personal trainers, etc.

- Tennis would remain a separate option, but available to Tennis Center members only. Center members who wished could purchase the basic Sports and Fitness Center membership and purchase tennis in addition, or they could just pay for tennis.

- There would be four Sports and Fitness Center membership options:

Individual.....	\$50 per month, \$600 per year
Individual with children.....	\$60 per month, \$720 per year
Couple.....	\$70 per month, \$250 per year
Couple with children.....	\$80 per month, \$960 per year

All members would also pay the "Chai" fee to belong to the JCC (\$18/\$36).

- Individuals with children and Couples with children could include grandparents paying for their grandchildren, single parents, aunts, uncles, or a mother and her children whose father belonged to a downtown club, etc.
- Seniors ( 65 and older) would receive a 10% discount on the above fees.

## The Economics of the New System

New revenue would be generated from two primary sources: Sports and Fitness Center priced at the same level as the competition, and a membership fee from every user. The increased price of the Sports and Fitness Center and the new membership fee from every user would offset the loss from membership fees assessed currently.

Sports and Fitness Center fees would be higher than current JCC member rates for two reasons:

1. The new facility would be competitive and would be worth more to the consumer. Aerobics and aquafitness classes would be free instead of an additional charge.

2. Rates now were way below the competition. The new proposed fees were well below the rates at another private competitive club, but higher than a rec center or Y.

Health club dues (\$42,000) would be lost because there would no longer be a health club. All the current health club amenities would be in both male and female locker rooms.

Projected revenues for the Sports and Fitness Center would be \$900,000. (1,000 members at an average of \$75.00 per month.)

Aquafitness and fitness class revenue would be lost (\$23,000) because classes would be free to athletic fee purchasers. Revenue from the athletic fees would balance out this loss.

Adult basketball league revenues would decline by \$4,000 because league play would be restricted to athletic fee purchasers only (who would pay a new additional fee of \$20 per year for league pay). Current league players would be encouraged to purchase health and fitness memberships and continue playing at the JCC.

Recognizing that much of the wealth in this country is in the hands of older Americans, senior fees would be restructured. Mature adults (65+) would not receive deep discounts for the athletic fee as they did now. They would get the standard 10% discount. Scholarships would be available for those who could not afford the increased cost.

## **The Projections: Working Assumptions**

Projections were based on the assumption that 1,000 Sports and Fitness Center memberships would be sold the first year. This number could be reached by projecting that:

- Only 51% of current members, or 560 member units, would purchase the membership (based on the March survey of members which revealed that 51% of members joined for a fitness-related reason).
- Only 35% of current non member users or 440 units - people who already had a reason to be at the Center - would be excited enough about the new facility and find it convenient and affordable to buy the Sport and Fitness Center membership.
- Most current users and members, 2,466 units, would buy the \$18 or \$36 membership and continue to use the Center.
- Income from Sports and Fitness Center memberships would be based on selling only 1,000 memberships the first year to current members and users, and aggressively marketing the new Fitness center to potential new customers beyond the current JCC current family of users.
- Sports and Fitness Center rates would be competitive to entice people to leave their current club and use the Center. Monthly rates would be: \$50 for individuals, \$60 for individuals with children, \$70 for couples, \$80 for couples with children.

- It was projected that about 200 of the 1,000 Sports and Fitness Center purchasers (in the first year) would use the 10% senior discount. The cost of their discount had been deducted from the fee totals.

## How the New System Achieves the Goals of the JCC

- **Maintain and increase revenues:** The new system would increase revenues by charging every user a membership fee, and by assessing new Sports and Fitness Center dues that were higher than the current membership fee.
- **Convert large numbers of users to members - promote institutional loyalty:** All users would automatically become members under the new system resulting in a huge increase in membership. Membership would jump from approximately 1,000 to around 2,000.
- **Promote greater use across programs:** A new database systems would help the JCC to market itself to all members.
- **Be competitive:** The new system would be market--driven. The pricing strategy would be to set rates at a price that would meet or beat the competition.
- **Provide value to our members:** New Sports and Fitness Center members would get more for their money: They'd have free aerobics and aquafitness classes, and a beautiful new fitness center. Members would be able to pay monthly instead of having to pay a large lump sum at once as was the case now.
- **Coincide with the new renovation:** All fee changes would happen at the time the new renovated fitness area would be ready to open. By waiting until then, the JCC would be able to charge a little more for a nicer facility. Waiting also would enable the Center to communicate the changes over a longer period of time.

## The Outcome

Today, less than three years since the renovation of the facility was completed, the Robert E. Loup Jewish Community Center has more than 5,000 household members. This number represents over 13,000 JCC users, since a vast majority of the membership is actively participating in one or more programs. (A Chai membership is required in order to enroll in any Center program.)

A Charter Member offer for the Sports and Fitness Center gained 750 members before even opening.

We are entering a new phase of membership development in which the overall membership data base will be increased through an emotional appeal to support the Center's recreational, social, educational, family, cultural and social programming. The increase in the data base will promote and provide both