

Fact Book Exercise

Rationale for Fact Book

Strategic planning leaders must seek to develop **shared assumptions** that are based on facts, rather than opinion, about forces and trends that are impacting their congregation. A Fact Book organizes the data collection and recording process. As the process evolves new facts will be added to the Fact Book. An initial review of the Fact Book is required pre-work before the Steering Committee does the SWOT (Strengths, Weaknesses, Opportunities, and Threats) Builder exercise.

INTERNAL

Age Demographics (individuals)

Data to Consider	10 years ago	Today
0-6	<ul style="list-style-type: none"> ● 903 member units in 13 categories, including: <ul style="list-style-type: none"> ○ 27 households <35 ○ 433 households >35 (non-senior) ○ 205 senior households ● 45% of members 60+ ● 64 students from 45 families in religious school <ul style="list-style-type: none"> ○ 2 in kindergarten ○ Rest in 1st-7th grades ● 135 children attend pre-school <ul style="list-style-type: none"> ○ 74 children of members ○ 32 children of non-members 	72
7-13		100
14-18		67
19-24		90
25-34		120
35-45		96
46-55		107
56-66		231
67-76		161
76+		217

Membership (per family units)

Data to Consider	10 years ago	Today (as of 4/30/18)
Membership history overall	903	569
Family	452+	383
Individual	214+	186

Members with Children Living in the Home

Data to Consider	10 years ago	Today
Children under 17 in the home	unavailable	239
Children under 6 living in the home	unavailable	72

Describe Dues Approach:

2008

There are thirteen categories of members which may consist of single people, families, etc. Each category has a separate minimum expected contribution. The categories are as follows:

Full Household>35, Full Household<35, Household Senior, Single Senior, Single or single head of household > 35, Single or Single head of household < 35, Clergy not Employed by Congregation, Employee working < 20 hrs a week, Employee Working > 20 hrs per week, First Year Member, Limited Household, Junior Membership, New Russians.

2018

Members are expected to pay dues. We recognize that adjustments can be made for those members for various reasons. We do not ask for income information because we respect members' privacy and honesty. Process = they have to justify their need annually to exec dir directly and then approved by the president. Amount paid can be modified. The categories from 2008 have mostly remained the same with some adjustments to definitions. Updated categories are:

Full Household>35, Full Household<35, Household Senior, Single Senior, Single or single head of household > 35, Single or Single head of household < 35, Clergy not Employed

by Congregation, Employee working < 20 hrs a week, Employee Working > 20 hrs per week, First Year Member, Second Year Member, Third Year Member, Student Membership, Limited Household, Junior Membership, New Americans (Russians)

Dues

Data to Consider	10 years ago	Today
Members by dues level		
Full Payment	657	427
Partial Payment	189	124
\$0 Payment	57	18
Total Members	903	569
Note: list your levels as you see best		

For full spreadsheet breakdown [here](#).

Data to Consider	10 years ago	Today
Number with dues abatement	246	142
Percentage of members on dues abatement	27%	25%

Data to Consider	10 years ago	Today
Number that pay premium dues above standard or sustainable dues level		n/a
Dollars in premium dues levels		n/a

We do not have premium dues. In the highest dues level of Full Household 35 and older, 204 households bring in \$400K.

Fair Share-As Percentage

List number of members in different levels groups ie. \$1000-\$1500 etc.

\$0-241: 53 = 9%;

\$242-1020: 146 = 27%;

\$1021-1540: 199 = 25%;

\$2040+: 204 = 38%

(2016-7 numbers provided by executive dir.)

Fair Share-Based on an Income Sliding Scale

Provide scale and percentage of members at each level.

We do not do income scaling.

Competitive Grid on Costs

How do your membership costs compare to two neighboring congregations?

Congregations	Dues (2017 Comparison)	School Fees	Building Fund
Our Congregation	\$2039	\$750 – 1 day Hebrew \$965 – 2 day Hebrew	discontinued
Congregation A (TOL)	\$2496	Pre-K \$135, K-1 \$636, 2-7th \$888	\$500/yr
Congregation B (Beth El South Hills)	\$2328		none

This information should be used in the overall competitive grid in the area of cost. For purpose of this comparison lower costs provide a higher rating.

Members: Reasons for Joining

Why have they joined? What are major reasons?

1. To get on waitlist for baby room in ELC program
2. To get a discount in tuition for ELC program, particularly for multiple children
3. Recently moved to Pittsburgh, need a synagogue
4. Attraction of rabbi and activities
5. Approach to Conservative Judaism
6. Preparing / needing a place for Bar/Bat Mitzvah

(Rabbi, Pres, and Exec Dir entered. Chair of Membership Committee weighed in.)

Are these reasons changing in recent years?

Only #4 and 5.

Profile

What is the profile of the members who have joined over the last three years (ages, geography, religious background and practice, kids etc.)?

(Rabbi, Pres, and Exec Dir entered.)

Most are younger families with kids; many are not originally from Pittsburgh; some are interfaith couples, some have one spouse who grew up in the Conservative movement.

Families are looking for preschool and religious school -- preschool is an important feeder. A number of older couples have joined after children have grown. Older couples are looking for engaging services and good adult education.

Has the profile been changing in recent years?

Not enough information to identify a trend.

There has been a slight increase in the family units that have "rejoined" BS over the past 2 years.

Currently experiencing a larger percentage of younger families joining who are not affiliated with the preschool.

Members: Why do they leave?

Exit Interviews: Resignations—by type (moved, joined other congregation, cost, dissatisfied). What are major reasons?

1. Moved away
2. "No longer interested"
3. Death
4. Lack of need after ELC

Most resignations are procedural, i.e. non-payment and lack of communication incur a forced resignation.

(In 2008 the reasons were: We lose members to other congregations; Younger people have different views for their synagogue needs; Some only join for Bar/Bat Mitzvah; Some join for preschool and leave if they choose Community Day; Other move out of area. (In 2008 the membership had just re-stabilized after five years of many synagogue transitions; clergy and staff changes were a factor that isn't the case now.))

Other Data

Please provide any congregational surveys about members' wants and needs.

None.

Summarize the key points of your latest survey.

Most recent survey that went out was about Inclusion; results not yet available.

Worship

Data to Consider	5 years ago	Today
HH attendance		1,334 on seat list (packed Kol Nidrei & end Nei'lah; much smaller RH Day II) RH evening 50
Friday night average		10-15
Friday night special programs		Hod VeHadar 60 Shabababa 120
Saturday morning – regulars		100-150
Saturday morning with bar mitzvah		200-400
Daily minyan		15 (morning minyan self-sustaining; evening minyan struggling)

Schools and Youth (enrollment)

Data to Consider	10 years ago	Today
Religious School Enrollment	64	58
Pre School Enrollment	126	148
Youth groups – USY	60	15
Hebrew High School		
B'nai Mitzvahs	16	12

What percent of pre-school (if applicable) move from pre-school to religious school?

The director of J-JEP, the joint K-7 Hebrew school with Rodef Shalom, reports that Beth Shalom's ELC is not a significant feeder into kindergarten. Most J-JEP kindergartners come in as unaffiliated and later on affiliate. Children from families new to the congregations, unaffiliated, or affiliated elsewhere join later on.

Fall of...	Total kids in Kindergarten	Total Beth Shalomers	Total Beth Shalomers who attended ELC
2013	15	3	2

2014	6	1	1
2015	17	6	3
2016	18	3	2
2017	17	4	2

Education and Other Programs (attendance)

Data to Consider	5 years ago	Today
Torah study	not tracked	75 encounters* since RH
Adult education series	not tracked	500 encounters* since RH
Men's Club participants	75 (10 yrs. ago)	20
Women's League participants	310 (10 yrs. ago) 5 years ago probably same as today	>150 dues paying members; core of 25-30 active participants
Book groups	same as today	20 (Sisterhood Book Club)
Choir	-	-
Hazak programs	-	-
Other: Derekh		1500 encounters* since RH (some overlap with Adult Ed)

* Encounters = person-event attendance. (One person going to 5 events is 5 encounters. Five people going to 1 event is also 5 encounters.)

Fundraising-Contributions (dollars)

Data to Consider	3 years ago	Today
Contributions - dollar	\$30,000/yr	\$250,000/yr
Contributions – value		

Capital contributions	\$50,000/yr	-
HH appeal	\$50,000/yr	None (rolled into Centennial Campaign)
Major fundraisers	-	\$80,000

Fundraising Events

List top fundraising events and net contribution in dollars - Last three years

Centennial Events: Luncheon and Gala - \$1.75M in pledges over 5 years. \$80K from the gala (but \$0 from the luncheon).

Besides the annual High Holy Day appeals for the congregation and the annual cemetery appeals, there has not been much fundraising done prior to 2015. This year's cemetery appeal for the endowment is at \$21K and still growing.

EXTERNAL

Are there population studies from Federation? Review Federation information about where Jews are living by zip code.

(see below)

Are there independent studies? Has the JCC or the day school done any studies?

Independent study in 2017 sponsored by Federation:

<https://jfedpgh.org/file/scorecard/PittsburghJewishCommStudy021918.2.pdf>

Can we talk to other congregations about the size of their pre schools etc.- are new people moving in, etc.?

Yes

Questions

What is happening in the overall economy?

The perception of the local economy is very positive. Pittsburgh is held up as an example of a rust belt city which has finally overcome the decline of the steel industry in the '80s through "eds and meds," its two strongest local industries, and the attendant start-up activity. In 2016, the region's per capita university research and development (R&D) spending was nearly two and a half times the national average. Other rust belt cities look to Pittsburgh as an example. The launch of Uber's self-driving car program here and the selection of our city as a finalist for Amazon's second headquarters site cements our city's status as being on the verge of a boom.

Gentrification is in early-to-advanced stages in various of the city's neighborhoods, and new suburbs north of the city are growing. Pittsburgh and the adjacent suburbs are gaining young adults and families who perceive Pittsburgh as an affordable, yet attractive option.

Are jobs growing? Are housing prices rising?

The actual data tells a more moderate story. From 2008 to 2014, unemployment was more than a point lower in Pittsburgh than nationwide, but for the last couple of years, the region's unemployment rate has been a half-point higher than the rate nationally. Even to the extent that unemployment is low, that has not come from job growth, but from continuing population declines. The overall population is still shrinking and job growth is low.

As for the local industry, the local health care industry has not seen much growth, and while the local technology industry, particularly in robotics and AI, is growing, this sector is still small relative to the rest of the economy.

The stats show that housing prices have increased across the region by zero to five percent a year since the recession. While on the whole, home prices remain low relative to other metropolitan areas, the rapidly increasing cost of housing in our area is perceived as an impediment to the synagogue's growth and membership under a dues model.

See <https://newsinteractive.post-gazette.com/blog/do-you-know-what-the-pittsburgh-economy-over-the-last-decade-really-looked-like-try-your-hand/> for more info related the previous two questions.

Where are families moving?

A smaller percentage of Jewish families are living in Squirrel Hill, while their percentage is increasing in the suburbs. (See Federation study linked above.)

Some families choose to move to Pittsburgh's suburbs because they believe the public schools and lower taxes there are the better option (see below).

What is the impact on schools?

There are many good school options for families in the East End, the section of Pittsburgh from which Beth Shalom draws most of its congregants.

A lot of Beth Shalom parents send their kids to private school through 8th grade, with a significant number attending Community Day School (a Schechter affiliate that runs through 8th grade). There are many local private school options, including day school (mostly Community Day, though a few choose Hillel Academy, an Orthodox day school that runs through 12th). One congregant of school-age children reports her sense that an increasing number of families are opting for private schools, even into high school.

Public elementary schools are perceived as fine and a viable choice when the child is a motivated student and parents can remain involved. Over 50% of East End Beth Shalom kids attend Alderdice, the local public high school, which is also perceived well. This report on Pittsburgh's public schools (<http://www.aplusschools.org/2017-report/>) reports that enrollment in Pittsburgh Public Schools decreased significantly over the past four years, down 2,437 students since the 2013-14 school year. However, the district's graduation rate increased 10% in the past year.

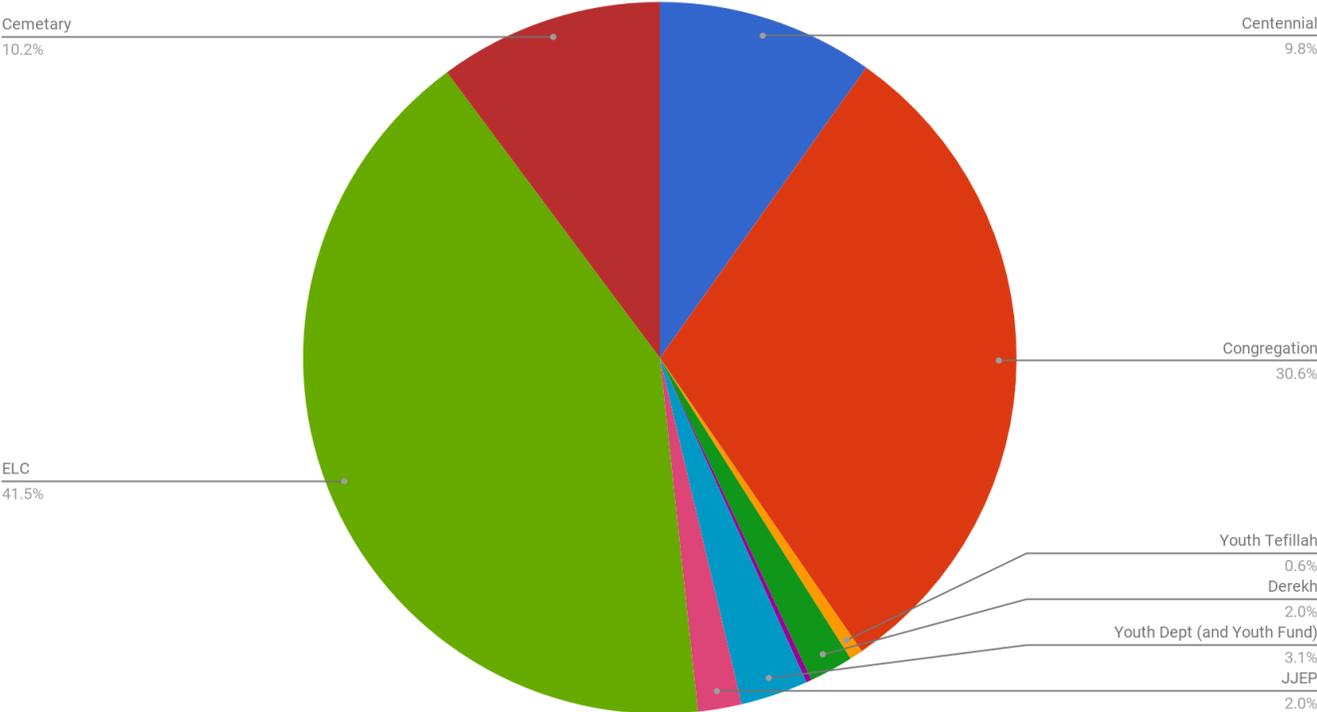
We speculate that improvements in the local economy, as well as increasing economic divisions, have added to the increased interest in private schools, as well as escalating tuitions. We also believe that an increasing number of families have two parents who work long hours and thus need after-school and summer care options, which the private schools tend to accommodate more smoothly.

Sources and Uses of Funds

Please provide a pie chart with the following breakouts of your budget:

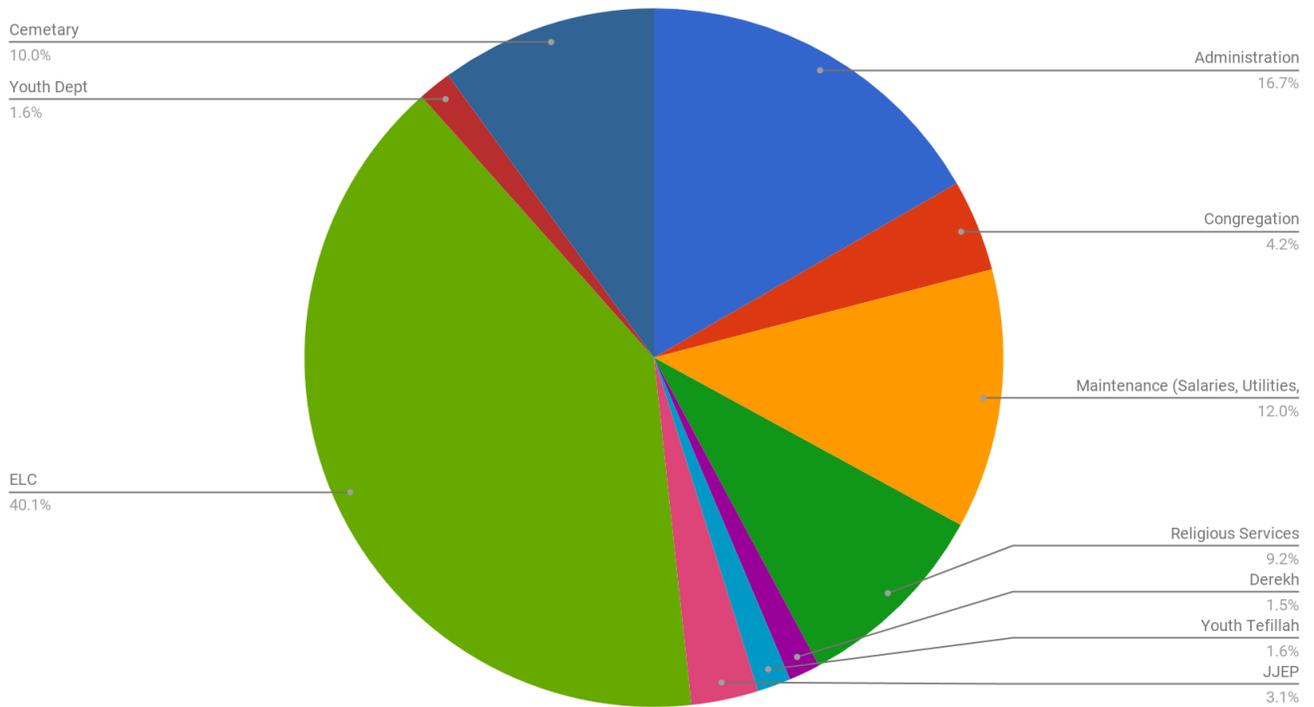
Revenue

Revenue (2017-18 Actual and Proj)



Expense

Expenses (2017-18 Actual and Proj)



Budget Spread Sheet

Budget Summary and trends in full can be found [here](#).

Year	Revenue	Expenses
2007	3,072,836.00	\$3,176,475.04
2008	2,840,934.00	\$2,998,748.78
2009	2,853,342.00	\$2,962,200.02
2010	2,877,110.00	\$2,960,630.00
2011	2,781,750.00	\$2,958,540.00
2012	2,839,850.00	\$2,963,250.00
2013	2,499,530.00	\$2,867,180.00
2014	2,993,850.00	\$3,146,380.00
2015	3,141,610.00	\$3,529,490.00
2016	3,479,090.00	\$3,738,400.00
2017	\$3,767,650.00	\$3,984,280.00

Competitive Grid

Choose at least one neighboring congregation and compare it to yours. Hold off on this review until you have finished your SWOT analysis. Most congregations are not used to creating a competitive review. They may not have a self-assessment. Many may struggle to assess their competitor. Some may feel uncomfortable with the concepts of assessing another congregation.

This is a useful planning exercise for the steering committee. It helps leaders connect the Fact Book and the SWOT analysis.

It is for the SC only. It should not be published.

Exercise: Please rate your congregation and your neighbor.

1. Outstanding

2. Excellent

3. Good

4. Fair

5. Undeveloped

Review Area	Our Kehilla	Competitor A	Comments
Squirrel Hill	Beth Shalom Denomination: Conservative Members: 580	Name: ToL Denomination: Conservative Members: 300	
Location	1	2	
Facility	1/4	3	CBS has the best facility for events; terrible for classrooms; many prayer spaces, but none that meet the current community's prayer styles
Total Membership cost*	2	1	ToL slightly less expensive
Religious school	1	4	ToL looking at adopting JJEP
Services	2	3	Very different types of services
Welcoming	3	3	Both shuls are working on this...
Programs	1	4	CBS has an explosion of programs

*Lower total cost = higher ratings.

**2017 FY BUDGET
FINAL DRAFT**

	7/1/16-6/30/17	7/1/16-4/30/17	5/1/17-6/30/17	7/1/16-6/30/17	Projected	7/1/17-6/30/18
	Budget	Actual	Projected	Projected	Variance	Proposed
Revenue						
Centennial	250,000	241,649	0	241,649	(8,351)	250,000
Congregation	1,149,990	1,007,184	162,460	1,169,644	19,654	1,255,670
Youth Tefillah	0	0	0	0	0	26,930
Religious Services	0	0	0	0	0	17,000
Youth Dept. (includes Youth Fund)	87,160	91,111	5,150	96,261	9,101	100,930
JJEP	74,570	60,613	10,000	70,613	(3,957)	78,310
Pre-school/Gan Shalom	1,626,640	1,330,947	268,840	1,599,787	(26,853)	1,609,250
Cemetery Revenues	434,730	238,887	87,000	325,887	(108,843)	429,560
Total Revenue	3,623,090	2,970,391	533,450	3,503,841	(119,249)	3,767,850
Expense						
Administration	633,280	517,187	98,084	615,271	(18,009)	612,730
Congregation	179,670	160,761	14,360	175,121	(4,549)	224,670
Maintenance Salaries/Utilities/Repairs	508,230	360,853	92,824	453,677	(54,553)	489,780
Religious Services	330,290	283,003	49,990	332,993	2,703	336,590
Youth Tefillah	26,530	29,741	5,860	35,601	8,961	69,190
Religious School	115,920	110,123	14,000	124,123	8,203	125,110
Pre-School	1,567,780	1,248,351	246,780	1,495,131	(72,649)	1,596,080
Youth	71,960	51,261	5,970	57,231	(14,729)	74,310
Cemetery Expenses	448,740	333,566	103,020	436,586	(12,154)	455,820
Total Expenses	3,882,400	3,094,846	630,868	3,725,734	(156,776)	3,984,260
Net Income / (Loss)	(259,310)	(124,455)	(97,438)	(221,893)	37,527	(216,630)
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Youth	16-17					
Cemetery	18-20					

2016 projected net income/(loss) by department

Proj. July 2016- June 2017 Net Inc/(Loss) by Dept

(201,370) Congregation

(53,510) Rel School

104,656 Pre-School

39,030 Youth

(110,699) Cemetery

(221,893) net income / (loss)

2017-18 net income/(loss) by department

July 2017- June 2018 Net Inc/(Loss) by Dept

178,490 Congregation/Centennial

(46,800) Rel School

(42,260) Youth Tefillah

(319,590) Religious Services

13,170 Pre-School

26,620 Youth

(26,260) Cemetery

(216,630) net income / (loss)