



Financial Feasibility Study Results

September 2019



Stewardship FOR US
Building Cultures of Generosity and Commitment



Rachel Maxwell
Stewardship Consultant

My Background

Rachel
Maxwell



- Unitarian Universalist for 25 years
- Member of Edmonds UU Congregation in WA
- MBA, founder of community funding platform
- Experienced UU fundraiser
- Stewardship for Us
 - Five team members
 - UU Congregations only
 - UUA endorsed
- Passionate about building sustainable, generous, UU congregations and making their missions and visions manifest in the world-- A world which could not possibly need it more!
- I met Rev. Elizabeth in the Poor People's Campaign



- A study to determine the financial feasibility of your project
- Extensive in-person confidential interviews with members of the congregation coupled with online surveying of the campaign team.
- Data analysis to determine a reasonable and educated window of likely fundraising capacity.
- Identification of potential major gifts for leadership/quiet phase of campaign.
- Identification of legacy gifts.
- Identification of campaign strategies.

What is a Financial Feasibility Study?



- Determine the readiness of UUCP to conduct a capital campaign to finance expansion and renovation of your facility
- Estimate how much money you might be able to raise for your project
- Provide important data and intelligence to campaign leadership
- Help refine messaging and strategy for your campaign
- Prepare members of the congregation for a capital campaign
- Inspire confidence and develop understanding of what is possible

What
are the
benefits of a
Financial
Feasibility
Study?

Review of the FFS Process

Advance of on-site visit

- Work with team to identify diverse and appropriate list of people to invite to interview
- Assist in developing invitation letter and scheduling tools

Friday Sept 13

- Conducted eight interviews with 14 people including one interview off-site

Saturday, Sept 14

- Conducted 10 interviews with 14 people

Sunday, Sept 15

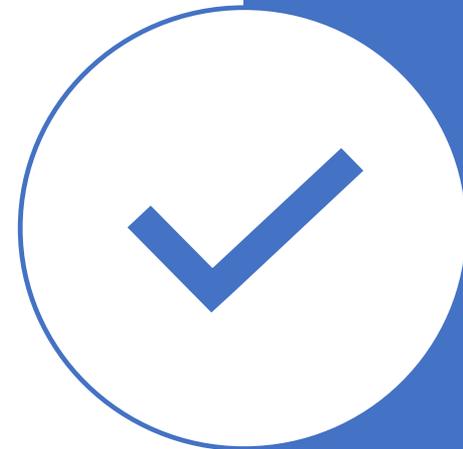
- Conducted six interviews with 10 people

Sept 17 to 20

- Collected surveys from members of the Capital Campaign team and conducted one on line interview

Sept 24

- Present results to UUCP leaders and deliver report



Why are you here?

Mission Vision



Care. Grow. Connect. What we do matters.

We are a caring community dedicated to the free and open search for spiritual, intellectual, and emotional growth.

We value the natural environment and respect the interdependence of all life.

We aspire to provide a welcoming home to all who join us in pursuing justice, tolerance, and compassion, with respect to the inherent worth and dignity of every person.

Your Project
will create
more &
accessible
space for all



- ✓ More Sanctuary Space
- ✓ More Friendship Hall Space
- ✓ More RE Classroom Space
- ✓ Commercial Grade Kitchen
- ✓ Accessible Spaces everywhere



Your work on the Project

1. Invited congregational input and held a vote to determine your strategy
2. Conducted a Next Steps Weekend and assessed readiness
3. Established two campaign teams: Building and Finance, with strong leaders
4. Developed a five-year financial model
5. Engaged a trusted architect to create plans and renderings
6. Worked with contractors and received estimates of project costs
7. Invited congregational input on plans
8. Conducted a Financial Feasibility Study.

You are getting ready!



UUCP Feasibility Study Methodology & Scope

- Participants in the study were selected to be generally representative of the diversity of the congregation with an over-weighting of potential larger contributors.
- In total 47 individuals participated in the study, representing 33 pledging units
 - Interviews with 40 individuals were conducted representing 26 pledging units (one viz zoom)
 - 7 individuals representing 7 pledging units took the survey online.
- Information was obtained from 26% of the 125 pledging units at UUCP. These pledge units represent 60% of the UUSP annual gifts for 2019.
- A set of survey questions were used to ensure a standard set of data was collected.
- Data from the interviews and online surveys was analyzed taking into account both qualitative and quantitative information to measure the emotional and intellectual support of the campaign as well as the amount of money that may be raised.



UUCP Feasibility Study: Survey

- FFS Survey questions covered:
 - Familiarity and support for the project
 - Importance of the project to the congregation and their personal vision for UUCP's future
 - Likely financial contribution to the campaign
 - Factors that might affect level of giving
 - Compliments and concerns about the project, campaign and congregation
 - Planned giving and bequests
 - Volunteer contributions to the campaign

Note that data where participants gave permission to have their names shared will be conveyed to the appropriate leaders.



UUCP Feasibility Study: Analysis

- Multiple scenarios were used to estimate the amount of money that might be raised and to help set an attainable campaign goal.
- The planned giving levels indicated by participants were used to create multiples of their annual giving and these were then used to project beyond the study group to the full compliment of pledging units.
- Results were adjusted to reflect the bias of the study sample toward likely generous givers.
- Several scenarios were run to provide a range of likely outcomes.
- The intended gifts indicated by the participants were slotted into the giving levels on the sample gift chart those interviewed were shown.



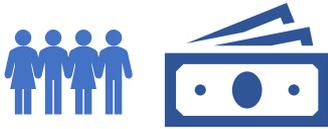
UUCP Feasibility Study: Qualitative Results

- Participants were familiar with the project. 98% indicated they were either very familiar or somewhat familiar with the project.
- 100% of participants in the study had participated in one or more opportunity to engage with the project planning and/or plans. And their average rating for the effectiveness of the engagement in the project was 8.2 out of 10.
- The project enjoys strong support from participants. On a scale of 1 to 10 it was given an 8.5 in importance to the future of the congregation.
- Participants were very complimentary about the process of engagement and the quality of listening to varying ideas and opinions. They expressed much gratitude for the team responsible for the planning.
- All expressions of gratitude and concern will be shared in a separate written report.



UUCP Feasibility Study: Quantitative Results

- Contributions totaling \$1,172,749 were indicated in the study.
- \$1,172,749 is 7.8 times the annual giving of the participants.
- Gifts indicated ranged from \$250 to \$200,000.
- 6 participants clearly indicated that they may give more.
- 33 of the 47 participants indicated they may be inspired to give more for a variety of reasons: knowing others are giving significant gifts, at the time of a second ask (maybe for something specific like the solar or the balcony), or if you were close to the goal and needed more.
- Total potential contributions from those interviewed may be as high as \$1.4M.
- 23 contributions indicated were major gifts of over \$10,000.
- Four of those were \$100,000 or more, seven were \$50,000 to \$100,000.
- 100% of those participating in the study plan to make a contribution.



UUCP
Feasibility
Study:
Quantitative
Results

Gift Range	# of Gifts Needed	Totals	# of Gifts Indicated by Study Participants	Amount Indicated by Study Participants
\$350,000 or higher	1	\$350,000		
\$250,000 to \$349,999	1	\$250,000		
\$100,000 to \$249,999	2	\$200,000	4	\$550,000
\$50,000 to \$99,999	4	\$200,000	7	\$375,000
\$25,000 to \$49,999	7	\$175,000	4	\$110,000
\$15,000 to \$24,999	10	\$150,000	2	\$35,000
\$10,000 to \$14,999	18	\$180,000	6	\$62,000
\$5,000 to \$9,999	20	\$100,000	4	\$27,500
\$3,000 to \$4,999	23	\$69,000	4	\$12,000
Up to \$3,000	30	\$26,000	2	\$1249
No commitment	9	\$0		
TOTAL	125	\$1,700,000	33	\$1,172,749

The left three columns were shown to interviewees as a potential gift chart for a campaign of \$1.7M



Feasibility Study Participants: Demographics

- Participants represented a broad range of:
 - Ages
 - Incomes
 - Participation at UUCP
- Participants' annual giving was represented well in each giving quartile.
 - Every Quartile was represented with at least three major gifts indicated by participants.

	% interviewed	#i n Quartile	# interviewed
Top Quartile	100%	5	5
2nd Quartile	78%	9	7
3rd Quartile	40%	20	8
4th Quartile	14%	91	13

UUCP Feasibility Study: Results

The Study indicates you should
be able to raise

\$1.5M to \$1.9M

A stretch goal would be \$2.3M

That is 6 to 8 times annual giving



Next Steps



- Title and case statement for campaign
- Steward training
- Quiet leadership phase
- Make lists of households and others to approach about contributing
- Launch of campaign (party?)
- Stewardship visits to every household and others
- Honing building plans and estimate
- Timeline for building project
- Planning for displacement
- Planning for cash flow – potential need for bridge loan
- Chalice Lighter grant?

Can you do
this?

YES you
can!

Make no little plans.

They have no magic to stir the blood and probably will not be realized.

Make big plans.

Aim high in hope and work, remembering that long after we are gone our work will continue to be a living thing.

Remember that our children and grandchildren are going to do things that would stagger us.

So, make no little plans.

– Daniel Burnham

Thank you
for all you
are and do!



Care.
Grow.
Connect.

What we
do
matters.



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Unitarian Universalist
Church of the Palouse