



Financial Feasibility Study Hope Rises Capital Campaign

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Introduction

- Financial Feasibility Study (FFS) objectives:
 - Determine All Souls Church, Unitarian's readiness to conduct the *Hope Rises* capital campaign
 - Estimate the total amount such a campaign might raise
 - Identify next steps to maximize chances of success
- The FFS was conducted by Barry Finkelstein, a Unitarian Universalist *Stewardship for Us* Consultant, and Rev. Roberta Finkelstein



The Hope Rises Capital Campaign

This project and campaign will support urgent needs for All Souls's historic building, its place in the DC and UU communities, and financial sustainability:

- *Eliminate water infiltration*
- *Refurbish and re-open damaged spaces*
- *Repair steeple and bell tower*
- *Smaller, safety-oriented projects in the Sanctuary, Pierce Hall, Juliet Balcony*
- *Pay off mortgage*



Accomplishments to Date

All Souls has built an impressive project foundation:

- Conducted extensive research and analysis into the physical problems to be addressed and developed preliminary cost estimates
- Established a Campaign Steering Committee, a Building Committee, and engaged the Stewardship Committee to aid with a planned Combined Annual/Capital Campaign in early 2024
- Hired an Owner's Representative to help oversee the projects, manage the bidding process, and refine cost estimates
- Mobilized the Executive Team and other staff to support the effort
- Secured two substantial grants totaling just over \$1,000,000, and several early commitments or gifts from members
- Initiated efforts to engage the congregation via newsletter articles, discussion sessions, and development of initial campaign materials
- Enlisted the Finance Committee to develop a long-term financial plan for sustainability



Methodology and Scope

- The Study was based largely on information collected from 80 members or friends comprising 61 pledging households:
 - Confidential interviews with 74 people (56 households)
 - On-line survey input from 4 households
 - Two early pledges
- Interviewees were generally representative of the Congregation, with an over-weighting of potential larger contributors
- Participants represent 13% of the pledging households, and their Annual pledges account for 38% of the total dollars pledged



Methodology: Data Collection

- The interviews and survey covered the following:
 - Familiarity with and support for the project
 - Importance of this effort in the life of the Congregation
 - Personal connection to All Souls and vision for the future
 - Likely financial contribution to the campaign
 - Factors affecting support and level of giving
 - Other topics (volunteering for the campaign, planned giving)
- Data analysis assessed level of enthusiasm and estimated the amount of money that might be raised
- The findings are summarized in this PowerPoint report with additional details in two Appendices



Methodology: Analysis

Multiple approaches and scenarios were used to estimate the amount of money that might be raised, and to set an inspiring yet attainable campaign goal:

- Intended pledging of participants were used to create multiples of annual giving, and then to project beyond the study group.
- 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.
- A preliminary Essential Gifts Chart was created to indicate the number of gifts at each level needed to achieve a \$6,000,000 goal.
 - The intended gifts planned by FFS participants were slotted into their levels, and the chart used to highlight additional gifts needed.



Results: Support for the Project

- The project enjoys very strong support.
 - On a scale of 0 to 10, the ***average rating for importance was 8.89***
 - Only 2 people out of 76 rated it below 5, and 69 people (90%) rated it 8 or above
- The most important feature of the project was addressing the water infiltration and damage
- Many people noted that all items are essential



Results: Concerns about the Project

- Can we raise the money?
- Is the timing advantageous?
 - On heels of the Third Century Capital Campaign and the recent \$400,000 for annual budget needs
- The impact of the recent conflicts and some people likely holding back
- The transitional ministerial and program staff situation



The Numbers

- Summary:
 - Sum of intended contributions of the study participants is at least \$1.8M and likely to be \$2M
 - \$1.8M is 3.3 times annual, \$2M is 3.7 times annual
 - 27 households indicated a desire to give more, based on a variety of factors, including personal capacity and knowing about others' generosity
 - Upside potential is \$2.4M or 4.5 times annual
- The good news:
 - 35 intended pledges (61%) are \$15,000+
 - 4 and possibly 5 pledges are \$100,000+
 - Top 2 in the \$300,000 to \$400,000 range
 - 3 households (5%) unwilling to commit at this time (1 due to personal finances, 2 to unhappiness with the church)



The Opportunity and Challenge

- Current data indicates that All Souls can raise between \$4M and \$5M
- This represents 2.8 to 3.5 times annual giving
- Various scenarios produced results ranging from a low of \$3.75M to a high of \$5.5M
- The Essential Gifts Charts on the following pages indicate required giving to reach targets of \$4M and \$5M



Essential Gifts Chart \$4M

Essential Gifts Chart @ \$4M

Gift Range	No. Needed	\$\$ Needed	No. from FFS	\$\$ from FFS	% from FFS	Avg from FFS	No. Needed	\$\$ Needed
250,000+	2	\$500,000	2	\$675,000	135%	\$337,500		
100,000+	4	\$400,000	2	\$208,000	52%	\$104,000	2	\$192,000
75,000+	4	\$325,000	2	\$155,000	48%	\$77,500	2	\$170,000
50,000+	6	\$375,000	4	\$227,500	61%	\$56,875	2	\$147,500
40,000+	6	\$250,000	2	\$85,000	34%	\$42,500	4	\$165,000
30,000+	8	\$275,000	5	\$160,000	58%	\$32,000	3	\$115,000
20,000+	15	\$350,000	10	\$229,000	65%	\$22,900	5	\$121,000
15,000+	20	\$350,000	8	\$127,500	36%	\$15,938	12	\$222,500
TOTAL MAJOR GIFTS	65	\$2,825,000	35	\$1,867,000	66%	\$53,343	30	\$1,133,000
10,000+	20	\$250,000	5	\$60,100	24%	\$12,020	15	\$189,900
7,500+	25	\$220,000	4	\$34,750	16%	\$8,688	21	\$185,250
5,000+	40	\$250,000	5	\$29,500	12%	\$5,900	35	\$220,500
3,000+	50	\$200,000	4	\$15,600	8%	\$3,900	46	\$184,400
1,000+	90	\$180,000	4	\$7,000	4%	\$1,750	86	\$173,000
<1,000	100	\$75,000	1	\$500	1%	\$500	99	\$74,500
TOTAL GENERAL GIFTS	325	\$1,175,000	23	\$147,450	13%	\$6,411	302	\$1,027,550
GRAND TOTAL	390	\$4,000,000	58	\$2,014,450	50%	\$34,732	332	\$2,160,550
% Total from Major Gifts	17%	71%	60%	93%				



Essential Gifts Chart \$5M

Essential Gifts Chart @ \$5M

Gift Range	No. Needed	\$\$ Needed	No. from FFS	\$\$ from FFS	% from FFS	Avg from FFS	No. Needed	\$\$ Needed
\$500,000+	1	\$500,000	0	\$0	0%	\$0	1	\$500,000
250,000+	2	\$700,000	2	\$675,000	96%	\$337,500		\$25,000
100,000+	4	\$400,000	2	\$208,000	52%	\$104,000	2	\$192,000
75,000+	4	\$350,000	2	\$155,000	44%	\$77,500	2	\$195,000
50,000+	8	\$450,000	4	\$227,500	51%	\$56,875	4	\$222,500
40,000+	8	\$320,000	2	\$85,000	27%	\$42,500	6	\$235,000
30,000+	10	\$345,000	5	\$160,000	46%	\$32,000	5	\$185,000
20,000+	20	\$450,000	10	\$229,000	51%	\$22,900	10	\$221,000
15,000+	20	\$300,000	8	\$127,500	43%	\$15,938	12	\$172,500
TOTAL MAJOR GIFTS	77	\$3,815,000	35	\$1,867,000	49%	\$53,343	42	\$1,948,000
10,000+	20	\$250,000	5	\$60,100	24%	\$12,020	15	\$189,900
7,500+	25	\$220,000	4	\$34,750	16%	\$8,688	21	\$185,250
5,000+	40	\$250,000	5	\$29,500	12%	\$5,900	35	\$220,500
3,000+	40	\$165,000	4	\$15,600	9%	\$3,900	36	\$149,400
1,000+	100	\$225,000	4	\$7,000	3%	\$1,750	96	\$218,000
<1,000	100	\$75,000	1	\$500	1%	\$500	99	\$74,500
TOTAL GENERAL GIFTS	325	\$1,185,000	23	\$147,450	12%	\$6,411	302	\$1,037,550
GRAND TOTAL	402	\$5,000,000	58	\$2,014,450	40%	\$34,732	344	\$2,985,550
% Total from Major Gifts	19%	76%	60%	93%				



How Might We Reach Either Goal?

- Consider how we might fill slots on the charts
- \$1M to \$2M more in major gifts?
- High annual givers not in the FFS:
 - 44 giving \$5,000+
 - 51 giving \$3,000 - \$5,000
 - Total annual from these 95 is \$500,000: 3X their annual = \$1.5M; 4X = \$2M. Might they give at these levels?
- Can we encourage some of the larger givers in the study to reach or exceed 3X annual?
 - Half of FFS participants are below 3X.
- Several people, including some who indicated no commitment at this time, indicated a need to discuss the campaign further or consult advisors. What might these people pledge?



Reasons for Optimism

- People are familiar with projects, especially the facility work
- People love All Souls even those disaffected right now
- Willing volunteers for the campaign
- People shared openly
- History and legacy are important
- All Souls viewed as flagship church in DC and the UU universe
- Appearance of building is valued as a symbol of All Souls as beloved community and a beacon
- Consistency in vision for future (stability, functional building)
- Several people would be motivated to give more if they saw that others were being generous; this creates an opportunity to better inform the congregation and correct some mistaken impressions about generosity at All Souls



Challenges and Uncertainties

- Difficulty recruiting interviewees:
 - 87 invitations sent (each received 3 emails and one phone call)
 - 27 failed to respond at all including 3 of 15 (20%) top donors
 - How will this translate beyond the study?
- Significant disaffection currently results in mistrust of leadership and less willingness to give
- ‘Sudden’ discovery of \$400,000 shortfall eroded trust and raises uncertainty about annual fund sufficiency
- Lack of a comprehensive plans makes people nervous:
 - Maintenance and upkeep plan for old building
 - Long-term financial plan
 - What more will be needed?
- Some are ‘heartbroken’ about current situation at All Souls
- Mixed feelings about Developmental Ministry
 - Optimism about addressing past and current conflicts
 - Wishes for the instability in senior minister position to be over



Third Century Campaign (TCC) vs. Hope Rises (HR)

- TCC:
 - \$8.6M pledged by 714 donor households
 - 16 pledges were \$100K+, high pledge was \$520,000
 - 143 pledges were \$15K+, totaling \$7M+
- HR FSS:
 - 49 households that gave to TCC also participated in Hope Rises FFS
 - 18 are intending higher amounts now, and 29 lower
 - Net change is negative \$550,000
 - Several people indicated inability to give at their TCC level



Data Highlights

- Volunteering for the campaign:
 - 22 people agreed to be visiting stewards and 14 more said maybe
 - 24 declined (6 agreed to do other tasks and 1 will be away)
 - 9 people agreed to do other tasks:
 - Event/party: 4
 - Publications or graphics: 1
 - Publicity and Communications: 1
 - Web site or social media: 0 – include Instagram and Snapchat and similar
 - Database and tracking: 1
 - Whatever you need: 5
 - Get these people involved early!
- Planned Giving:
 - 14 people have included All Souls in estate planning and 15 intend to
 - 39 people would like information about how to do that or would like to be included in any planned giving events or sent information
- Names provided separately in Appendix B



Recommendations

Be bold and confident, and launch the Hope Rises campaign as planned!

Leadership	Communication and Messages	Campaign Execution
<p>Decision-making:</p> <ul style="list-style-type: none">• Set campaign goal that is inspiring but not deflating if not reached• Refine project as necessary to map to goal• Firm up cost estimates <p>Organization:</p> <ul style="list-style-type: none">• Clarify leadership roles• Set management policies to inspire confidence <p>Planning:</p> <ul style="list-style-type: none">• Long-range financial and facility plan <p>Visibility:</p> <ul style="list-style-type: none">• Demonstrate full leadership support and the campaign's priority	<p>Detailed communication planning:</p> <ul style="list-style-type: none">• Steady flow of info• Formal and informal• Involve many people <p>Messages:</p> <ul style="list-style-type: none">• Data about All Souls giving• Make this report available along with summaries• Giving stories – share yours• Leadership processes and controls• Easy to give• Update cost estimates and timeline	<p>Engagement:</p> <ul style="list-style-type: none">• Involve many people• Events <p>Leadership phase:</p> <ul style="list-style-type: none">• Strategic approach to each leader/donor• Make direct asks <p>Public phase:</p> <ul style="list-style-type: none">• Recruit many stewards• Ensure excellent support for the stewards <p>Data management:</p> <ul style="list-style-type: none">• Track progress aggressively• Actual vs. expected• Effectiveness of messages/events

Other Considerations

- Plan for slippage –some people will not fulfill their pledges
 - 5-10% is reasonable.
- Keep asking over the full 3-year period:
 - New members as they join
 - Returning members
 - current members whose financial situation might improve
- Close the gap measures have been successful in UU congregations and some were brought up by interviewees:
 - Challenge or matching grants
 - Named bricks or similar
 - Naming rights for specific spaces
 - Extending the campaign to 4 or even 5 years
 - Miracle Sunday



Conclusion

You can do this!

