

**Capital Campaigns:
If You Build it, They Will Come . . .
But Will They Stay?
with
Wayne B. Clark**

**Large Church Conference
Louisville, Kentucky
March 13-15, 2008**

**What a tragedy that the quality of
ministry is too often measured by
numbers and building size, rather than
by true spiritual results.**

—Jim Cymbala

Workshop Goals

- 1. Building Projects + Healthy Growth**
- 2. Ten Stages of a Building Project**
- 3. Questions and Answers**

Workshop material is excerpted from

***©Beyond Fundraising:
A Complete Guide to
Congregational Stewardship***
by
Wayne B. Clark

800.215.9076

<https://www.uua.org/bookstore>

Accommodations?

Unitarian Universalist Association Congregational Stewardship Services

Wayne B. Clark, Director
Robin Nelson, Administrator

Carole Czujko, CA

Rev. Tricia Hart, PA

Frankie Price Stern, NC

Aggie Sweeney, WA

Barry Finkelstein, NH

Martha Easter-Wells, IA

Tamsin Kemos, ME

David Rickard, AR

Larry Wheeler, NC

Mary Gleason, WA

Questions

Want to launch a capital campaign

Within the next five years

Within the next two years

As soon as possible

Planning a project costing

Less than \$1,000,000

Between \$1,000,000 - \$3,000,000

More than \$3,000,000

Five Criteria to Promote Healthy Congregational Growth

1. Endorse systemic definition of growth

- **Numerical growth**
- **Maturational growth**
- **Organic growth**
- **Incarnational growth**

To Promote Healthy Growth

2. Plan for additional programs and staffing

- Develop a welcoming program**
- Increase lifespan religious education offerings**
- Create a small group ministry program**
- Develop global ministries**
- Match volunteers' skills with tasks**
- Coordinator of Volunteers/Coordinator of New Members**

To Promote Healthy Growth

3. Develop a building project that reflects congregational vision

- Inclusive effort with lots of buy-in**
- Clarity will help to limit options**
- Anticipate conflict + find ways to manage it**

To Promote Healthy Growth

4. Harness new energy by getting many people involved

- Going it alone is efficient**
- Recruit many people to take on small pieces of responsibility**
- The process will be messy**

To Promote Healthy Growth

5. Develop a growth plan

- Numerical, maturational, organic, and incarnational**
- Consider taking on some debt**
- Answer the question: “What’s better about bigger?”**

Questions?

Preparing for a Building Project

Stage One

- **Plan for an Assessment Visit**
- **Instead of responding to RFPs**
- **Who are we? Where are we going?**
- **How to get from here to there**
- **How might the UUA be helpful?**

Stage Two

Organize the leadership

- **Be true to your mission**
- **Ensure widespread participation**
- **Maintain continuity with one steering committee**
- **Define responsibility and authority**
- **Recruit the steering committee**

Stage Three

Select an Organizing Model

- **Large projects of more than \$3,000,000**
- **Midsized projects between \$1,000,000 and \$3,000,000**
- **Small projects costing less than \$1,000,000**

Large Project

- **Chair**
- **Secretary**
- **Publicity**
- **Strategic-planning**
- **Property**
- **Capital campaign**
- **Finance**
- **Building plans**
- **Construction**

Small Project

- **Governing body chair**
- **Religious educator**
- **Capital campaign**
- **Finance**
- **Member-at-large**

Questions?

Stage Four

Begin Steering Committee Work

- **Select an architect**
- **Develop corresponding financial projections**
- **Estimate fourth-year giving**

Stage Five

Share Building Plans and Financial Projections

- **Building plans**
 - * **The gold plan**
 - * **The silver plan**
 - * **The turquoise plan**

- **Schematic design and cost estimate**

Stage Six

Conduct a Financial Feasibility Study

- **Importance of a stewardship consultant**
- **Confidential interviews with 15-20% of donors**
- **How knowledgeable?**
- **How excited?**
- **Any concerns?**
- **How much money likely to be contributed?**
- **Ready to launch a campaign?**

Stage Seven

Launch a Capital Campaign

- **Four most important components**
 - * **Clear and compelling case**
 - * **Comprehensive publicity plan**
 - * **Orientation workshops for visiting stewards**
 - * **Stewardship conversations**
- **Financing**
 - * **Local banks**
 - * **UUA loans, guarantees, and grants**

Stage Eight

Revise the Building Plans . . .

If Necessary

- **Complete the stewardship conversations**
- **Determine financing**
- **Revise design development plans**
- **Prepare construction documents**
- **Obtain bids or negotiated proposals**

Stage Nine

Begin Construction

- **Finally!**
- **Manage construction**
- **Develop a spirit of teamwork**

Stage Ten

Celebrate as Often as Possible

- **Site dedication**
- **Presentation of plans**
- **Construction contract**
- **Groundbreaking ceremony**
- **Time capsule**
- **Departure day**
- **Moving day**
- **Commemorative tiles**
- **Open House**
- **Dedication ceremony**

Questions?

Review Workshop Goals

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- 3. Questions and Answers**

For More Information

www.uua.org

**type congregational stewardship services
into the Google box**

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