

**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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# **For More Information**

**[www.uua.org](http://www.uua.org)**

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

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