

Thomas Jefferson Memorial Church—Unitarian Universalist

Draft Report of the Ad Hoc Revenue Task Force

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And many others ...

TJMC—UU Mission Statement

**Thomas Jefferson Memorial Church is a church of the liberal tradition
rooted in the heritage of Unitarian Universalism and
dedicated to the belief that in every individual there are extraordinary possibilities.**

Introduction

On August 27, 2014, Thomas Jefferson Memorial Church—Unitarian Universalist completed the development of a strategic plan titled “Strengthening the Church We Love.” The plan consisted of three primary goals:

1. Expanding and Deepening Our Spiritual Life
2. Strengthening Our Connections
3. Stewarding Our Resources

In reviewing these goals and their achievement as of spring 2016, the TJMC Board of Directors voted unanimously at its March 2016 meeting to establish an Ad Hoc Revenue Task Force to address financial issues that relate most notably to goal #3, but also the other two goals. In particular, the Board noted that itself and the organization’s staff and members must ensure that the church is financially strong and sustained. However, across the years the church’s financial foundations have been primarily established by its annual pledge drive. At the same time, annual pledge drives have often required a substantial amount of human resources (Board, staff, and volunteer members) to coordinate, and to ensure each year that the funds needed to support the church’s many and varied activities were ultimately attained. In some years the pledge drives have needed to be extended, while the uncertainties and the stresses of doing so were clear and uncomfortable.

As of 2016 the church continues to support its ministries overwhelmingly (over 80%) though member gifts via the annual pledge drive. Continued reliance on one major source of financial support is a tenuous and inadvisable strategy that makes non-profit organizations susceptible to underachieving their goals, if not jeopardizing their long-term survival (see Carroll & Stater 2008; Froelich 1999).

Thus, in the spring of 2016 the TJMC Board decided to form an Ad Hoc Revenue Task Force (RTF) to advise the Board and the church. The charge given to the RTF was to support the church’s financial health through an array of revenue-generating activities for enabling it to be the beacon of Unitarian-Universalism that the congregation envisions. A report with a roadmap for implementation was expected as a major outcome of the task force. The duties of the RTF included:

- To evaluate current revenue-generating programs and build plans to revive or sunset them as appropriate
- To define and build plans to introduce new revenue-generating programs
- To prioritize opportunities based on profit potential, feasibility, opportunity for ‘outside dollars’, support of UU values, and extent to which programs build community
- To create a plan to help leaders evaluate and communicate impact of each program
- To provide quarterly updates to the Board

The suggested duration of the task force was one year, with a membership of up to seven individuals representing a cross section of the congregation, including at least one board member and one staff liaison person.

Overarching Goal, Meetings, and Activities of the RTF

As the RFT began its deliberations, it acknowledged that the RTF’s overarching goal was to leverage varied streams of revenue in order to (1) provide additional financial diversity and increased security; (2) reduce

dependence on individual pledge gifts; and, ultimately, (3) improve the capacity to support the church's ministries.

The RTF met formally five times (May, June, July, August, October) up to the production of this report. Much of the discussion focused on evaluating current revenue sources and brainstorming potential new ones. The committee began by seeking insights and ideas through online sources, such as:

- "Revenue Streams and Church Strategies" by Robert Kukla, posted April 23, 2013: <https://churchcampaignservices.wordpress.com/2013/04/23/revenue-streams-and-church-strategies/>
- "New Income and Revenue for Churches" by Steve Law, posted March 5, 2013: <http://www.financeforchurches.org/new-income-and-revenue-for-churches/>
- "Practical Ways for Churches to Have More Money" by Steve Law, accessed May 18, 2016: <http://www.financeforchurches.org/wp-content/uploads/2013/10/Practical-Ways-For-Churches-To-Have-More-Money-January-2013.pdf>
- "Developing Revenue Streams" by George Bullard, expanded by Steve Law, posted May, 2012: <http://www.financeforchurches.org/wp-content/uploads/2013/10/Developing-Revenue-Streams-by-Steve-Law-adapted-from-George-Bullard.pdf>

The RTF also considered academic sources found online, such as Carroll and Stater (2008) and Froelich (1999). In addition, the RTF members brought in numerous ideas of their own based on prior personal experiences with the church and with various other local and national organizations that the members have been involved with.

From these efforts, the RTF developed a matrix that lists the many revenue-generating activities found or suggested so far (see attachment). These ideas are broadly divided internal and external revenue potentials, and they range from inside space rental (e.g., for graduations, weddings, etc.) and outside space rental (e.g., parking) to concert series, script, foundation grants, Smile.Amazon, partnering with other organizations in fundraising events, bequests/wills, a farmers' market, and a bed and breakfast program, among others.

The task force members who worked on the matrix went further to estimate:

- the potential annual revenue that could be generated by each idea
- the human resources likely required to implement each idea
- whether and how much seed money may be needed to implement each idea
- whether the given idea was near-term, mid-term, or long-term in regard to how soon it could be successfully implemented
- the challenges or conflicts that could be anticipated with each idea
- the additional benefits of each idea
- further notes on each idea
- next steps for each idea
- and any related online links for each idea

The RTF also discussed the criteria by which it (and other members of the church) would further evaluate and prioritize the ideas in the matrix. The criteria (as questions) the RTF initially identified included:

- (1) is the idea/activity mission-relevant for TJMC? In what ways, and to what degrees?
- (2) is the idea/activity creating more community connections with TJMC?
- (3) is the idea/activity creating more congregational involvement at TJMC?

- (4) is the idea/activity helping to secure initial seed money to facilitate the meeting of future fund raising or other revenue generating needs?
- (5) is it short-term, mid-term, or long-term in its horizon of planning and implementing?
- (6) what is the income stream potential? Minimal? Moderate? High?
- (7) what are the key logistics for implementing/monitoring/etc., such as human resources from within the church or from outside? Are these small, moderate, or high?

A related but different so-called narrative-approach to considering some of the ideas includes:

- (1) celebrating and enhancing the architectural beauty of our sanctuary and grounds
- (2) celebrating and emphasizing the noteworthy acoustical beauty of our sanctuary
- (3) leveraging recent investments in Summit House and the Lower Hall
- (4) building and strengthening relationships with allied groups in the region
- (5) serving as further invitation for the community at large to visit and experience TJMC
- (6) leveraging the strengths of TJMC's outstanding educational programs
- (7) deepening connections to other UUs and UU congregations

After considering these varied revenue producing ideas and the criteria by which they can be evaluated, the RTF has met again and decided to suggest to the Board the following **LEVEL 1** activities as near-term priorities that should be planned and implemented as soon as feasible since there are other financial demands coming onto the horizon (e.g., replacing major infrastructure equipment such as the boiler) and there is recognition that the 2017 annual pledge drive will soon begin to organize/commence and it cannot continue to be the predominant revenue source to the degree it has in the past. As such, these are the ideas/activities that the RTF is recommending to the Board for consideration and implementation.

LEVEL 1:

1. Amazon Smile (along with Script): inform congregation more broadly and promote better/thoroughly via website, e-mailings, in social hall after services, etc.
2. Bed & Breakfast program: develop and promote more effectively, including on our website, through an ad in UU World, through announcements/ads in publications by other UU churches, by making UU Directors of RE aware as to informing their congregational families whose sons and daughters may be coming to Charlottesville to tour/consider UVA, etc.
3. Weddings: develop an information packet for potentially interested couples/families who are planning a wedding; seek 1-3 TJMC individuals to serve as wedding coordinators to market and management weddings at TJMC.
4. Rental Spaces in TJMC and Summit House, e.g., the latter can be the base for an extended family coming to town for UVA graduation or other major local events, including TJMC weddings (see above).

To bring enhanced awareness to these ideas above, it was proposed to develop a double-sided postcard to place in the pews so that TJMC service attendees will become more aware/interested in helping to promote and in using these ideas above. The RTF also established three **LEVEL 2** priorities, to begin implementing once the initial set above is underway.

LEVEL 2:

1. Concert Series: as emerging from our current music program and strengths; with potential to partner with other groups and organizations for specific concerts, e.g., PRIDE. What ideas and

- leadership can Scott DeVeaux offer to make this a success? May need 1-3 individuals to assist in planning, promoting, etc.
2. Rewards credit cards that support charities/churches: search out this idea more and determine how best to promote it.
 3. Foundations: work with Tyler Rines and others to seek financial support via grant applications and other requests to underwrite aspects of our activities and programs.

The RTF also established two **LEVEL 3** priorities, which should also be given serious attention as soon as feasible, following the two levels above.

LEVEL 3:

1. OWL offered to our broader community: develop and market our strong OWL program to other organizations and groups in our city and region.
2. Director of Development: hire an experienced individual, initially part-time, to plan and implement more effectively our philanthropic revenue campaigns (annual or special ones), to develop and optimize giving through estate planning, and to work with Tyler Rines and others to effectively draw financial support from foundations and similar organizations who underwrite non-profit initiatives such as ours in TJMC.

Once the TJMC Board decides on the nature and extent to which it supports or modifies these recommendations, the congregation can be informed accordingly and plans can begin to be developed for their prudent implementation. Making this RTF report publically available on the church's website will be an important step as well.

The RTF appreciates the support of the TJMC Board and looks forward to assisting the church further as needed.

References

Carroll, Deborah A. and Keely Jones Stater (2008), "Revenue Diversification in Nonprofit Organizations: Does It Lead to Financial Stability?" *Journal of Public Administration Research and Theory*, 19, 947-966.

Froelich, Karen A. (1999), "Diversification of Revenue Strategies: Evolving Resource Dependence in Nonprofit Organizations," *Nonprofit and Voluntary Sector Quarterly*, 28 (3), 246-268.

APPENDIX
Revenue Potentials

(Append here the matrix developed by the RTF)

External Revenue Potentials										
Idea	Potential \$ Per Year	Inputs required (volunteer, staff time)	Staff Time Required	Seed Money Required	Near, Mid, Long, Ongoing Project	Potential Conflicts	Additional Benefits	notes	next steps	links
Space Rental - meeting space, events	\$7,500.00	Full time staff member devoting 10-15% of time to space rental			Near	1. Respond to requests may interfere with staff duties and responsibilities. 2. May conflict with Church sponsored activities. 3. Congregation may resent "outsiders" using Church.	1. Contributes to closing the gap between Pledges and Operating & Fixed expenses. 2. Converts an under utilized resource in a revenue producing activity.	Individual room/space rental through the year. Calculations based on 100 room rentals per year at an average price of \$75/room. More rentals of Social Hall - Standing groups - dancing clubs	1. Find coordinator. 2. Develop and advertising plan. 3. Develop and print brochures.	
Graduation space rental	\$1,750.00	Full time staff member devoting >5% of time to space rental			Near	1. Respond to requests may interfere with staff duties and responsibilities. 2. May conflict with Church sponsored activities. 3. Congregation may resent "outsiders" using Church.	1. Contributes to closing the gap between Pledges and Operating & Fixed expenses. 2. Converts an under utilized resource in a revenue producing activity.	Receptions, parking, can use off site parking with shuttle service. Can serve liquor at private events with VAabc Banquet Licenses for \$55.00/day---https://www.abc.virginia.gov/licenses/get-a-license/banquet. Calculations based on Large room in Lower Hall or Social Hall rentals for 5 events at \$350/event	1. Find coordinator. 2. Develop and advertising plan. 3. Develop and print brochures.	https://www.abc.virginia.gov/licenses/get-a-license/banquet.
Wedding Sites/ Receptions	\$7,000.00	Full time staff member devoting 3% to 5% of time to space rental			Near	1. Respond to requests may interfere with staff duties and responsibilities. 2. May conflict with Church sponsored activities. 3. Congregation may resent "outsiders" using Church.	1. Contributes to closing the gap between Pledges and Operating & Fixed expenses 2. UUA advertises Church wedding offers on UUA Website. 3. Converts an under utilized resource in a revenue producing activity.	needs photography, brochure, advertising...UUA Advertises Church wedding locations on the UUA web site. As cited above can have private Banquet Liquor License. Calculations are based on 5 weddings per year at an average of \$1400/wedding rental. Calculations based on rental of Sanctuary and Social Hall plus other (chairs tables setup, kitchen etc.) at \$1400/wedding.	1. Find coordinator. 2. Develop and advertising plan. 3. Develop and print brochures.	http://www.uua.org/beliefs/what-we-do/celebrations/weddings
Amazon Smile	\$6,093.75	Volunteer(s)		\$0	Near	1. None that are immediately obvious.	1. Requires little or no added work by contributor.	signup is happening, donates; 0.5% the price eligible purchases to charitable organization selected by customers. The average Amazon Prime member spends around \$1,500/year and the average non-Prime spends \$625/year. Estimate calculated on 50 Prime and 75 non-Prime.	1. Find Coordinator. 2. Inform Congregation on benefits and how to use Amazon Smiles.	https://www.amazon.com/gp/help/customer/display.html?nodeId=201365340 http://bgr.com/2013/12/17/amazon-prime-spending-study-cirp/ http://smile.amazon.com/gp/chpf/about/ref=smi_aas_redirect?ie=UTF8&*Version*=1&*entries*=0
Ebay ministry	\$500.00	Volunteer(s)			Mid	1. Requires major work by the Coordinator.	1. Adds to potential revenue.	Already set up some form. (I believe it is Jen Leigh Larimer who does or has done the Ebay selling)	1. Find Coordinator. 2. Inform Congregation on benefits and how to sell items through the TJMC ebay program.	http://pages.ebay.com/sellerinformation/learn-to-sell-online/how-to-sell.html
Parking space rental (monthly parking space rental only)	\$8,400.00	Staff and Volunteer(s)		\$15-\$20K	Mid	1. Requires additional work by either staff or coordinator. 2. Will reduce the number of available parking spaces during the week. 3. Requires number all parking spaces. 4. Requires a tracking scheme and compliance mechanism. 5. \$15 to \$20 K to refurbish parking lot.	1. Adds to potential revenue. 2. Converts an under utilized resource in a revenue producing activity.	Requires some additional capital expense. Requires repaving and marking the existing parking lot(s). Sell parking spaces for Monday through Saturday period only (require cars be moved by 8:00 AM Sunday. Calculations based on 10 spaces rented for \$70/mon for one year.	1. Estimate to refurbish parking lots. 2. Refurbish parking lot(s). 3. Develop parking rental plan.	
Concert Series	\$3,600.00	Staff and Volunteers) and Committee work.			Long	1. Requires additional work by staff, coordinator or Social Action Comm.	1. Reduces financial burden from Congregation. 2. Fosters interaction between and among Congregation and other members of the community. 3. Promotes TJMC as a site to hold activities. 4. Brings artists and musicians to TJMC.	ie prism - montreal example split proceeds with social action... involved other charities in the advertising. Broader to community based, non-church members, outward focused. Calculations based on 6 events/year with TJMC receiving \$600/event	1. Brief Social Action Committee. 2. Find coordinator(s) 3. Develop plan.	
Credit Card Rewards	\$1,500	Staff and Volunteer(s)			Mid	1. Diverts dividends/rewards from card holder to TJMC. 2. Requires additional accounting and reporting.	1. Adds to potential revenue. 2. Can acquire additional services and resources without additional cash expenditures.	Use rewards credit card for staff expenditures -Some possibilities. More accurate estimates can be provided by Chris.	1. Review existing credit card expenses and analyze rewards income.	
Charity rewards credit card?	\$750.00	Staff and Volunteer(s)			Mid	1. Diverts dividends/rewards from card holder to TJMC.	1. Adds to potential revenue. 2. Can acquire additional services and resources without additional cash expenditures.	Requires members to redirect "rewards" to TJMC. Calculations based on 10 members donating \$75/year.	1. Find coordinator 2. Develop plan to inform Congregation.	
Miles, Points, Rewards Donations	\$500.00	Staff and Volunteer(s)			Mid	1. Diverts dividends/rewards from card holder to TJMC. 2. Requires additional accounting and reporting.	1. Adds to potential revenue. 2. Can acquire additional services and resources without additional cash expenditures.	Requires members to redirect "rewards" to TJMC. Used to offset expenses in staff/ reps travel and to acquire needed items for the Church. Estimate of \$500/year	1. Find coordinator 2. Develop plan to inform Congregation.	
Bed and Breakfast Program	\$2,000.00	Volunteer(s)			Near	1. Requires Coordinator Thierwechter is Coordinator. 2. Members may be reluctant to open home to strangers.	1. Adds additional revenue. 2. Promotes interaction between and among UUA members.	Sponsored by UUA and advertised on UUA web site, Rentals only to UUA Members. UUA contact point is jackiezkramer@gmail.com. Rentals go to participating church. Bev Thierwechter has agreed to coordinate for TJMC. Calculations based on 5 TJMC participants, 4 overnights/year at \$100/night.	1. Describe program to Members. 2. Solicit among Members for participants. 3. Become involved with UUA program.	https://uurehome.com/member/ example site -- http://www.uucava.org/page/uu-bed-breakfast
Foundation Grants	\$32,000.00	Staff and Volunteers) and Committee work.			Long	1. Requires significant work by coordinator. 2. Significant effort may result in nothing.	1. Potential for adding significant, long-term funding to TJMC Social Action projects.		1. Review TJMC activities that may be offset through grant funding. 2. Review grant opportunities that will help with Capital Campaign. 3. Tyler do more grant research and call UUA program officers, begin a dialogue.	<i>Fund for Unitarian Universalism:</i> http://www.uufunding.org/fund-for-unitarian-universalism.html <i>Fund for UU Social Responsibility:</i> http://www.uufunding.org/fund-for-uu-social-responsibility.html <i>Fund for International Unitarian Universalism</i> http://www.uufunding.org/fund-for-international-unitarian-universalism.html <i>Fund for a Just Society:</i> http://www.uufunding.org/fund-for-a-just-society.html

