



**EAST SHORE
UNITARIAN
CHURCH**

FINANCIAL OVERVIEW

FOR THE BOARD

LOOKING AT CASH FLOW AND DONORS

25 JANUARY 2024

REBECCA CHATFIELD - DIRECTOR OF FINANCE & OPERATIONS



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2023 LOOKBACK - BUDGET

These stayed within budgeted amounts

- Payroll costs, prof expenses, contract workers
- Staff dept budgets, business and office expenses

The stress points

- Unusual facilities repairs – extra \$30K
- Holly House fees – attorney – extra \$30K
- Unexpected drop-off in pledges November-December

Cash flow problems became apparent end of 2023



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2024 LOOKING FORWARD

Monthly costs – inescapable things we must pay for

- \$66,000 payroll (wages, taxes, health, retire)
- \$9,500 mortgage (Education building, until 2026)
- \$6,500 utilities & general business expenses
- \$1000-\$10,000 variable facilities expenses

AND

- \$3,750 UUA dues (*Board discretion here*)

= \$86,750 - \$95,750 needed monthly



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2024 NEEDED REVENUE MONTHLY

\$63,000 pledges + \$5,000 nonpledge + \$500 plate
plus Legacy giving (not monthly)

We need \$68,500 per month in reliable donations

AND Rental Income helping out - ***\$19,000 per month***

=\$87,500 necessary monthly revenue in 2024 budget

To just cover the \$86,750 bare minimum monthly expenses



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2024 DONOR DATA

Avg new member pledge: \$1 200/yr

Yearly Pledges by Households – Rough division

- 30% pledge less than \$1 200/year
- 30% pledge \$1 200-\$2500/year
- 20% pledge \$2500-\$5000/year
- 10% pledge \$5000-\$10,000/year
- 10% pledge over \$10,000/year

50% of large donors (\$10,000+) are 70+ years old

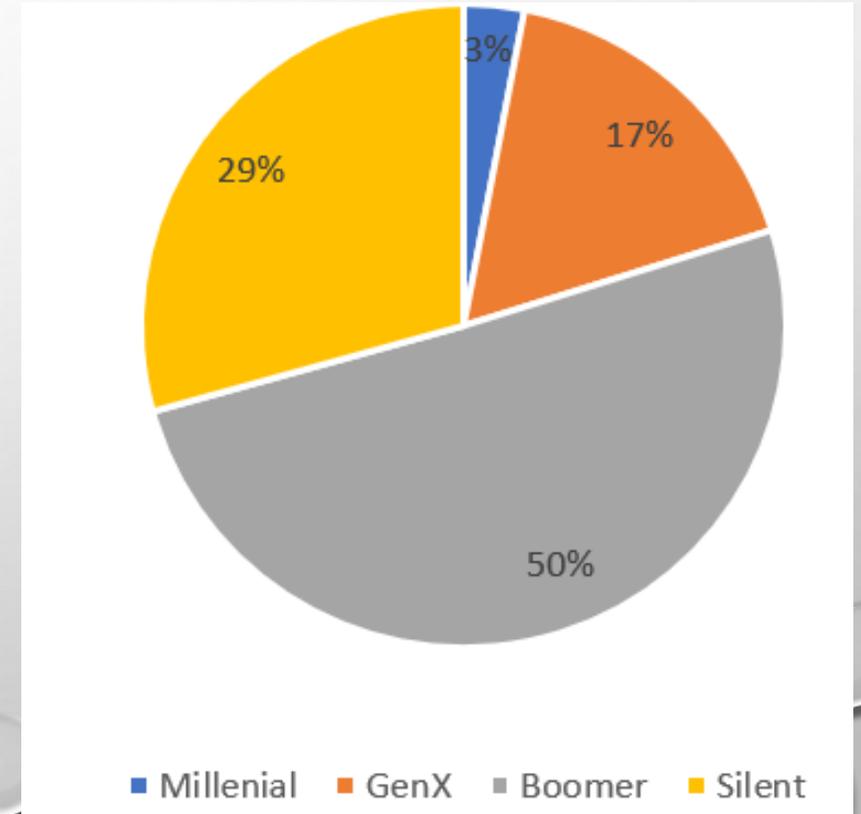


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2024 - DONOR DATABASE NOTES

307 ADULT members across 161 donor households

| Age Cohort by Generation | Age | |
|--------------------------|-------|-----|
| GenZ- 1997-2012 | 12-27 | <1% |
| Millenial- 1981-96 | 28-43 | 3% |
| GenX- 1965-80 | 44-59 | 17% |
| Boomer- 1946-64 | 60-78 | 50% |
| Silent-1928-45 | 79+ | 29% |

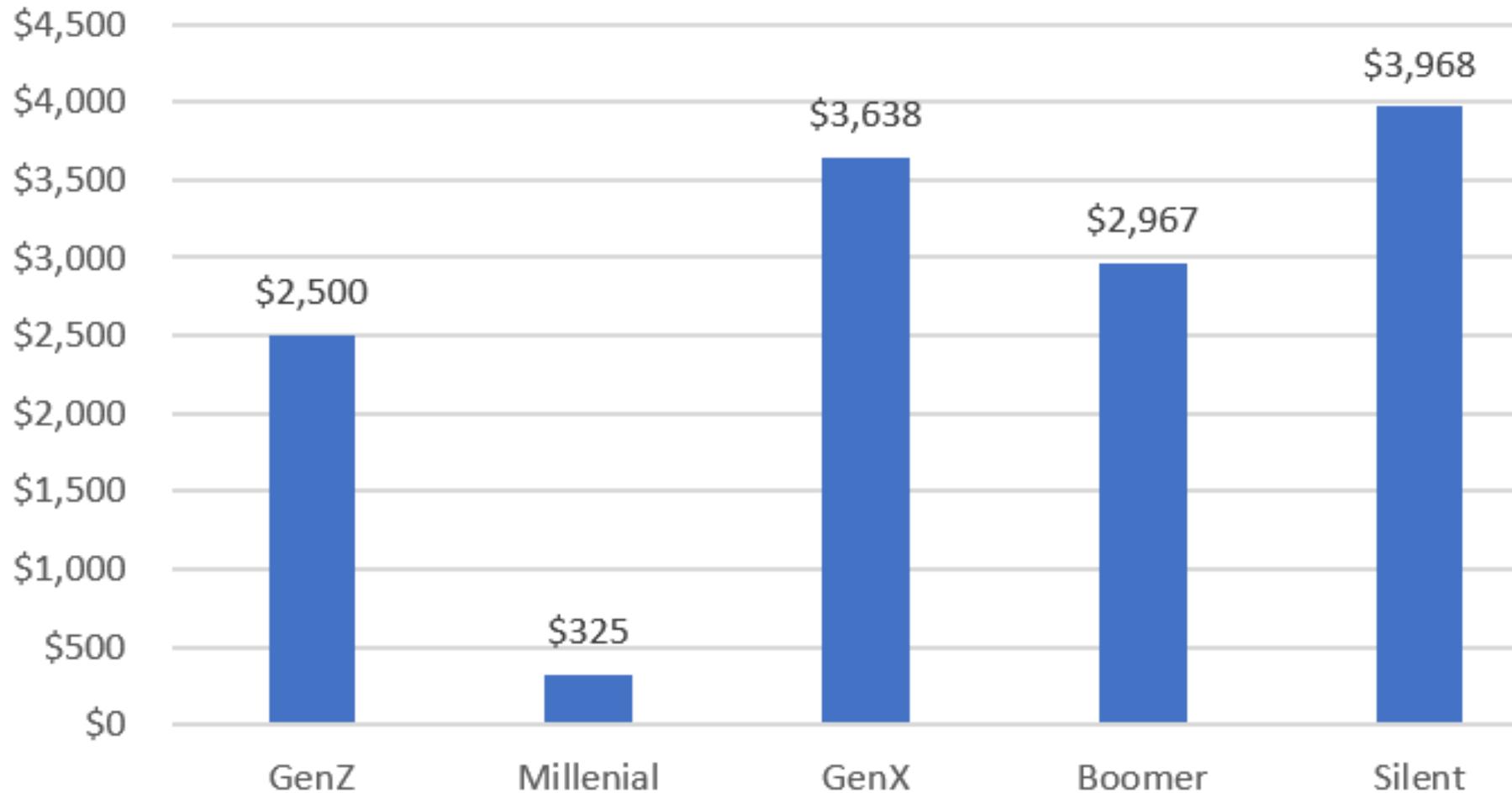




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2024 DONOR DATABASE NOTES

Avg Pledges By Age Cohort

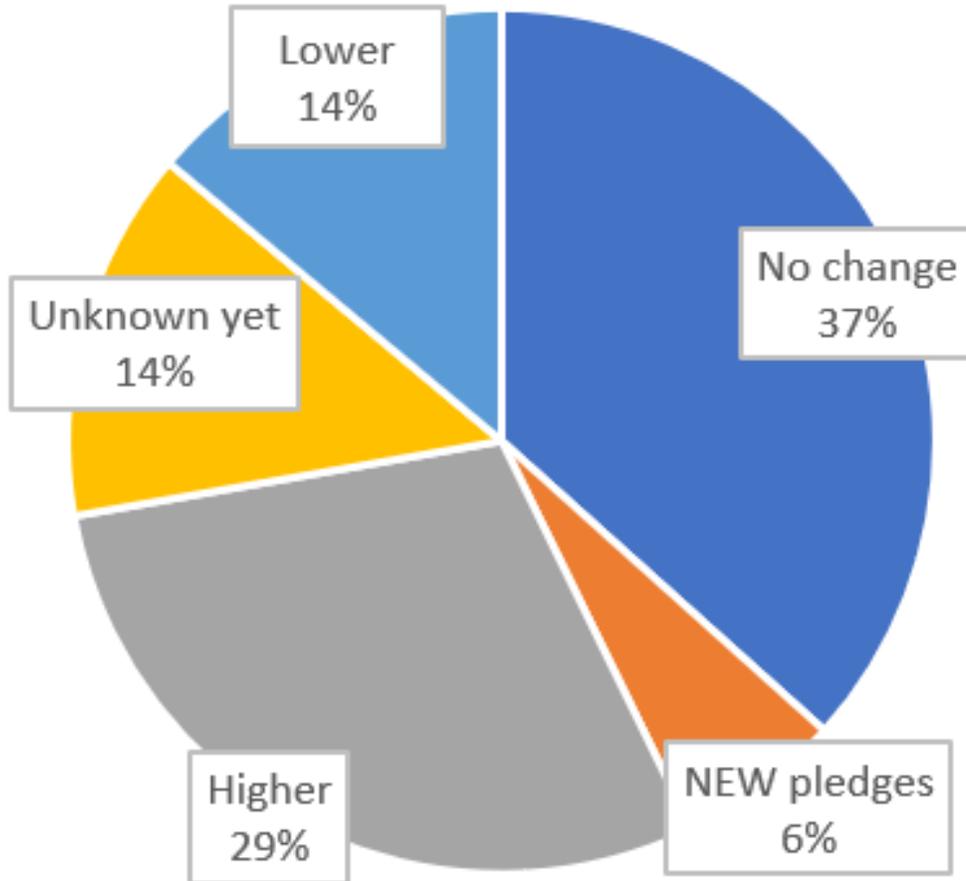




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2024 DONOR DATABASE NOTES

Pledges 2023 vs 2024



**35% new pledge
or higher pledge**

**65% could give
more**



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PROBLEM: CASH FLOW

Issue

Need enough money each month to cover fixed costs
Pattern of donations with worrying trend lines

Solution #1

Second Ask until March 15- Board approval needed

Ask one-time yearly donors to donate now not later
65% donors could still increase their 2024 pledge

Board involvement in phone calls and outreach



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PROBLEM: CASH FLOW

Issue

Need enough money each month to cover fixed costs

Solution #2

Draw from Endowment beyond budgeted amounts

Board- set it up DFO and Treasurer can draw funds from Endowment as needed to cover expenses

Note: Austerity measures in place now for all staff



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PROBLEM: CASH FLOW

Issue

Need enough money each month to cover fixed costs

Solution #3

Delay paying UUA dues for now

(Board may separately discuss the non-financial issues related to ministerial misconduct by former minister and potential ESUC member discomfort with paying UUA dues)



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PROBLEM: FACILITIES COSTS

Issue

Facilities costs vary by a wide range. Repairs and renovations can cost thousands of dollars in one month.

Solution #1

Building Reserve Fund Capital Campaign

Officially kicks off April 15, 2024 after Auction

Goal is \$160,000 by June 15

\$55,000 match challenge by one generous donor

Future Holly House sale \$ also can go to Building Reserve Fund



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PROBLEM: DONOR FATIGUE

Issue

Constant asks of donors of time, talent, treasure

Dwindling donor and volunteer pool

“Nickel and diming” people with constant asks

Solution

Careful management of donor and volunteer energy

Fundraising calendar for better scheduling – by SLT

Ministry Teams being thoughtful on outside donations

Board - strategic approval of proposed fundraisers



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FINAL THOUGHTS

Donor Trends Over Time

- Aging donor base – 79% over age 60
- Map out 5-10 year trend lines for a reality check
- By 2034, likely to lose 35% current (oldest) members.
Many fall within our “larger donors” group.

Increase in community size (new families, new members)
does not necessarily translate to enough new \$\$ donations
to make up for long-time members we lose



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MORE FINAL THOUGHTS

Need better cash flow for current operating expenses

Second Ask + Auction + additional Endowment draws

Delay or stop paying UUA dues- Board decides

Maintain our Facilities

Capital Campaign for Building Reserve Fund

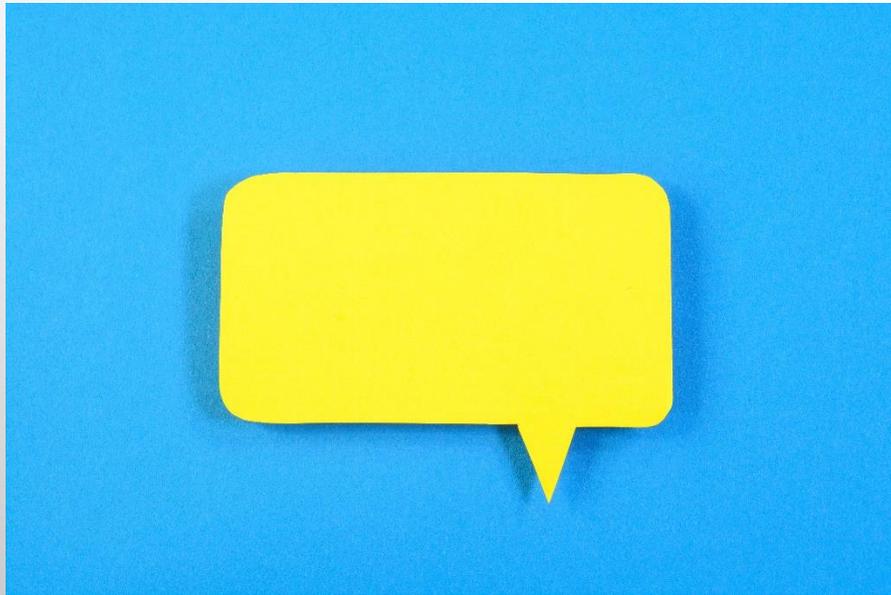
Always good:

Increase Income and/or Reduce Expenses



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COMMENTS & QUESTIONS

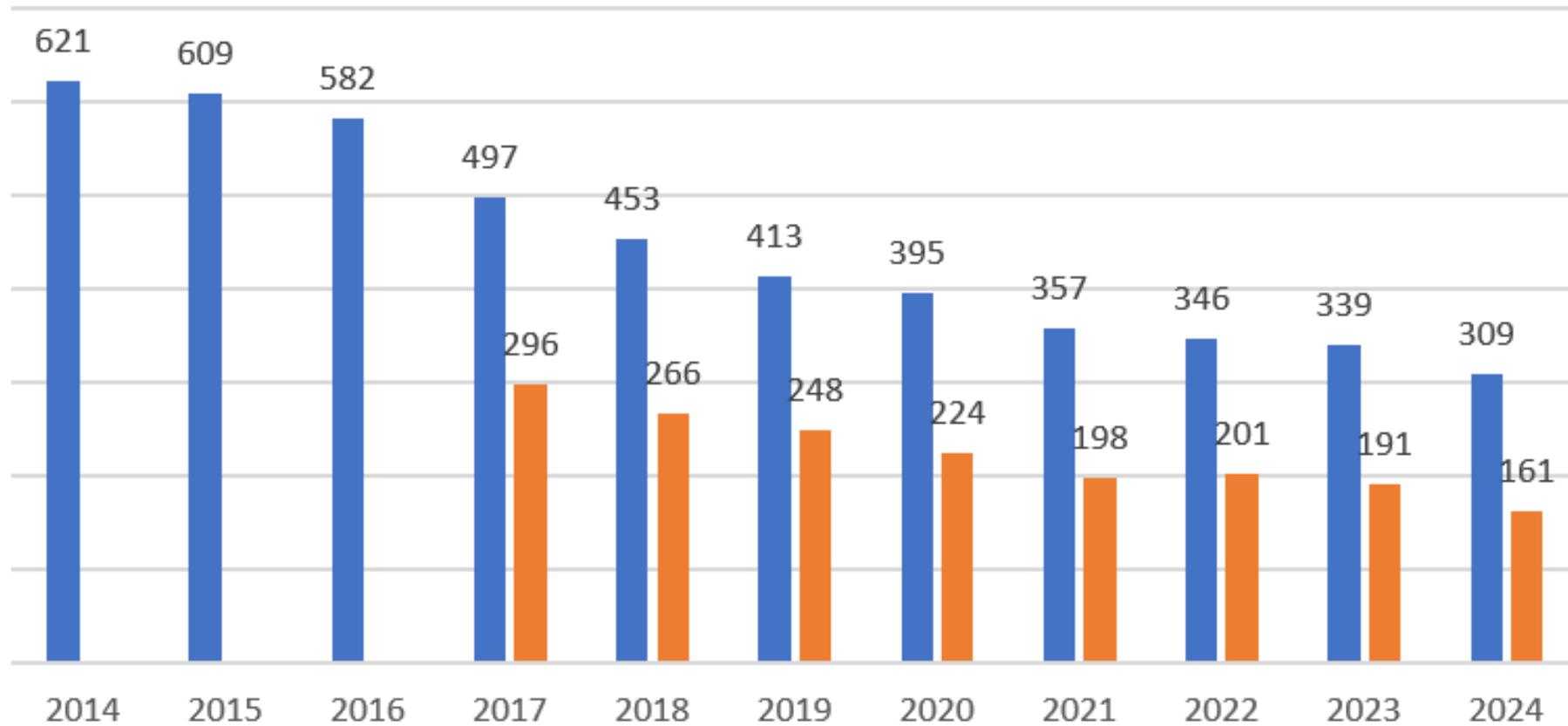


THANK YOU FOR YOUR TIME AND ATTENTION TODAY!



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#Members 2014-2024 + #Pledges

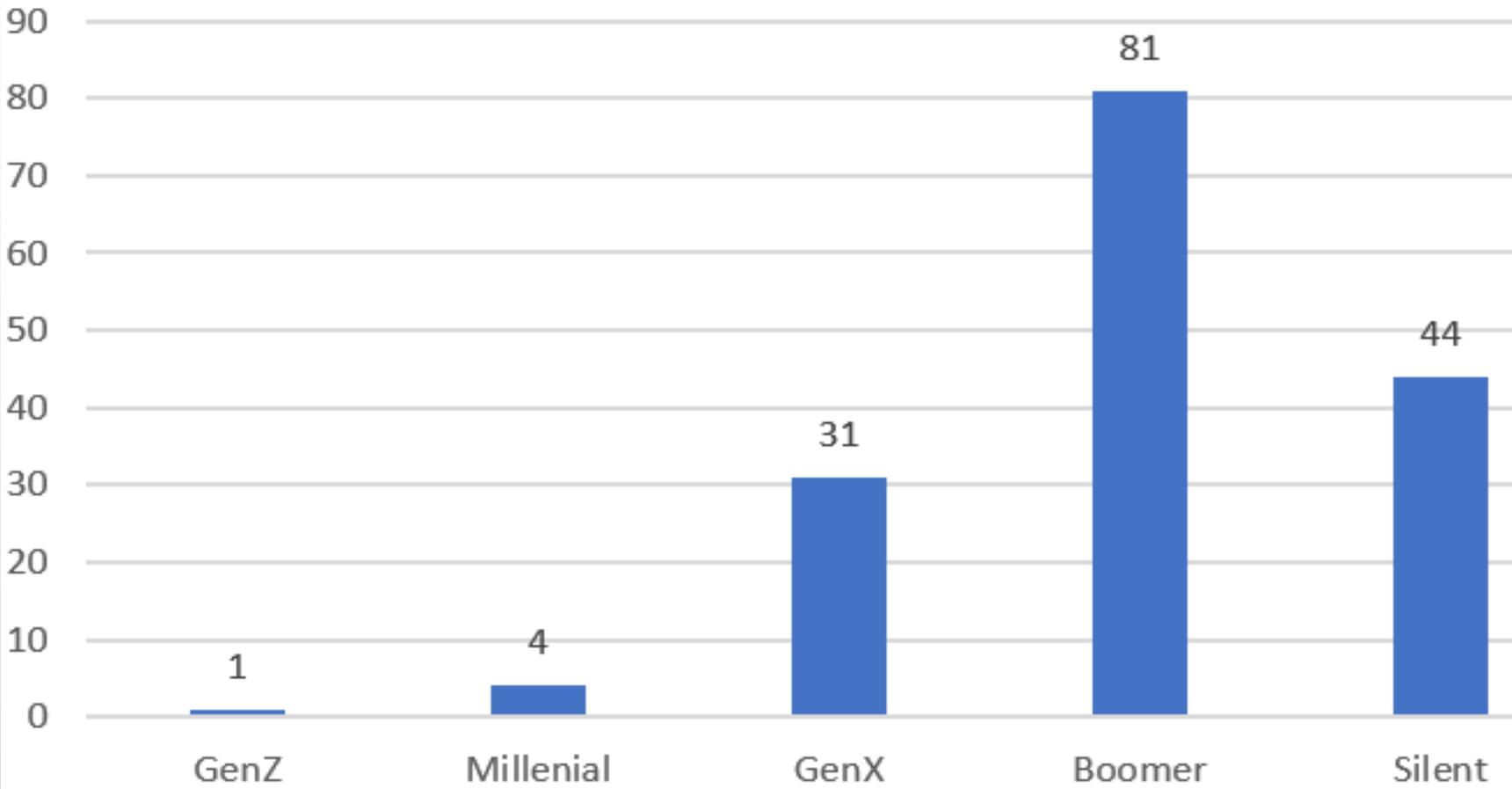




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2024 DONOR DATABASE NOTES

#Pledges By Age Cohort





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2024 DONOR DATABASE NOTES

Avg Pledge Amount by Tenure

