



Campaign Strategy Report

May 2020



May 16, 2020

Executive Committee
Friends General Conference
1216 Arch Street, 2B
Philadelphia, PA 19107

Dear members of the Executive Committee,

It is our pleasure to submit the following Campaign Strategy Report for your consideration in proceeding with your proposed major fundraising campaign providing funding in support of the vision to endow and enhance a series of programs and ministries as outlined in the casebook and presented in the recent series of informational presentations. This report is based on input received from the initial Advisory Group, in the small group informational presentations and a series of confidential interviews conducted with individuals who attended a small group meeting or one-on-one presentation.

Our findings indicate extreme goodwill toward Friends General Conference (FGC) and very positive interest in the vision articulated in the Gathering Together casebook. However, two factors arose during the feasibility study that will impact FGC's ability to conduct a successful campaign at this time:

- 1) The current COVID-19 Pandemic restrictions;
- 2) The current volatility of the financial markets;

This completely unforeseen environment unfortunately leads us to recommend that FGC not begin a traditional campaign at this time. While there was initial support indicated for the campaign in the interviews conducted before the pandemic was announced in early March, subsequent interviews clearly leaned to a 'wait and see' philosophy.

However, I do believe that there is important development work that can and should move forward immediately. We would recommend a two pronged development focus for 2020 that includes 1) a mini-campaign for gifts (over and above typical annual fund support) to assist with bridging the gap in FGC's budget as a result of cancelling The Gathering and a decrease in contributions due to COVID-19, and 2) a twelve month campaign focused on confirming existing planned gifts and promoting and soliciting new planned gifts.

Based strictly upon the results of the Pre-campaign process, we believe FGC has the capacity to raise \$1.5 - 2 million in cash and pledges (not including planned and deferred commitments) payable over a 3-5 year period in a traditional campaign. This would compare to the last campaign that began in 2007 that raised approximately \$3.9 million over and above the typical annual fund giving.

Three issues will be priorities for conducting a successful major campaign:

- 1) Enlisting additional development staff to support volunteer campaign leadership;
- 2) Successfully soliciting 3 - 5 lead gifts;
- 3) Dramatically broadening the number of donors supporting the campaign; and

If strong, visible and active volunteer leaders can be enlisted to support staff in implementing the campaign, we believe there is sufficient good will and financial potential support within the Religious Society of Friends to achieve a \$1.5 - 2 million goal (cash & multi-year pledges) while at the same time sustaining the strong annual fund. Pursuing such a goal will require the commitment of time and resources to support at minimum a 15-18 month campaign.

If the current COVID-19 situation is resolved and the stock market finds some stability, this campaign could conceivably kick-off at the beginning of 2021. We have enjoyed working with you on this feasibility study and look forward to continuing involvement in the months to come in the implementation of these recommendations.

Sincerely,

A handwritten signature in blue ink, appearing to read "David F. Hoeksema". The signature is fluid and cursive, with a long horizontal stroke at the end.

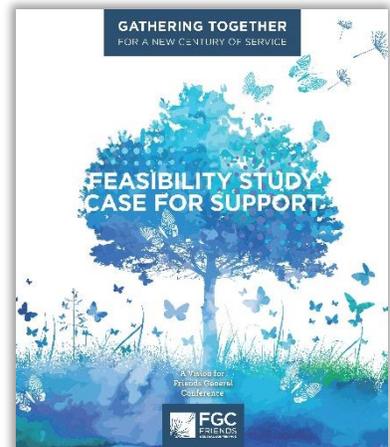
David F. Hoeksema
President

Pre-Campaign Process Overview

Renaissance Group, Inc. was retained in July 2019 to assist in determining the potential for a \$5.7 million campaign (3-5 year pledges including planned and deferred commitments) to assist in funding a combination of five program & ministry elements. In keeping with these objectives, RGI outlined a process to provide a comprehensive education to FGC constituents across the country.

The education process included rationale for the proposed campaign components as well as the need for a corresponding fundraising campaign. The overall goal of the Pre-Campaign Process was to determine the potential level of financial support for the proposed fundraising campaign from within the constituency.

Many people have contributed to the success of this Pre-Campaign Process including members of the initial Advisory Group, the friends and committee members who hosted the small group informational meetings and those who consented to be part of the interviews for this study. Special recognition should be given to Barry Crossno, Faith Josephs, and Holly Baldwin for their respective roles in keeping the process moving these past few months in addition to their other responsibilities.



REVIEW OF THE INFORMATIONAL MEETING PROCESS

We began the Pre-Campaign Process in June by finalizing the scope of project and the campaign components to be tested in the case booklet. A Pre-campaign Advisory Group was enlisted and met late September to assist in finalizing the case statement and in organizing a series of small group meetings designed to inform the targeted constituency about the proposed campaign. A list of the Advisory Group members can be found in *Attachment A – page 20*.

A series of 12 informational meetings, zoom meetings and one-on-one visits were organized mid-December through mid-April to communicate the needs and plans for FGC's proposed campaign. These meetings were conducted for current and past donors and potential campaign supporters. In addition, Barry & Faith had one-on-one conversations with 12 others. A list of hosts and meetings can be found in *Attachment B – page 21*.

Barry and Faith facilitated the small group presentations. Their task was to present the casebook in a consistent and compelling way to friends and potential supporters of the proposed Gathering Together campaign. Over 200 individuals attended one of the small group informational meetings, participated in a one-on-one presentation, or attended one of the on-line zoom forums.

The results of the informational meeting process were positive. FGC was able to connect with an impressive cadre of Friends across the country. However, many more individuals need to hear the story as many did not attend or participate in any of the informational meeting offerings.

Following the awareness meetings, RGI conducted confidential interviews with 41 individuals or couples who attended a meeting or met privately with Barry or Faith and were identified as key Monthly or Yearly Meeting leaders and potential major gift prospects. In addition, electronic surveys were completed by 33 others who heard the case presentation. These confidential interviews provided greater insight into individuals' willingness to support the proposed campaign.

The 41 personal interviews included a broad demographic mix of age, marital status, and geographical distribution (see *Attachment C – page 22*). However, the feasibility study process is largely focused on input from longtime FGC donors and those with perceived major gift capacity. Typically, major gifts (and in most campaigns the Top 25) will 'make or break' the success of any campaign. Hence the need to concentrate largely on major gift potential in a feasibility study.

Once a campaign is approved and initiated, then the focus becomes much broader since the success of the campaign and FGC's ministries is only possible with the commitment and ownership of volunteers and donors of all giving capacities.

Many of the interviewees affirmed the value of the informational meetings. They appreciated the opportunity to be informed through the presentations and the opportunity to share their thoughts candidly in the subsequent interviews.

ANALYSIS OF THE CONFIDENTIAL INTERVIEWS

A series of eight basic questions were used in conducting the confidential interviews. These questions included the following:

- 1) Did you come away from the presentation convinced there is a compelling need for FGC and what is being proposed in the Gathering Together campaign?

"I had heard they were considering a campaign but didn't know any of the specifics until the meeting."

"Barry does a good job telling the story."

"Really liked Barry's opening remarks about being led by God...because God is not mentioned even once in the booklet."

"Not sure they are talking to the right people. We're all old and dying. That should be talking to the younger generation to see what they want and what they think FGC should be focusing on."

"How do they reach a broader audience? There weren't that many at our meeting."

The small group presentations proved to be helpful for the Pre-Campaign education dissemination. It is a model that can be expanded upon in the implementation of a campaign in the future. It is important to note, many potential donors have not yet visited with staff or volunteers about the program needs and the potential for a campaign.

ATTITUDE TOWARD FRIENDS GENERAL CONFERENCE

FGC is highly respected for the impact they provide in connecting Quakers across the country. Barry is well respected and seen as a strong and capable leader.

After having been introduced to the case, an overwhelming majority of those interviewed shared positive feelings regarding their overall attitude toward FGC and the role it is currently fulfilling within the Monthly and Yearly Meetings. This is an extremely good response and is a tribute to the dedicated service to the Friends community for over 100 years.

Comments included:

"Well run organization. Believe the cutbacks from recent years was the right thing to do."

"Critical to connecting Quakers. They provide a very valuable role to us."

"Without a doubt what they do and provide is extremely worthy."

"I feel like FGC has great product but lots of Meetings don't utilize them."

"If they weren't facilitating the connections and support with and through the Monthly and Yearly Meetings, who would do it?"

"Probably more vital to smaller Yearly Meetings than the larger ones."

"I think FGC should be doing a lot more on-line teaching, outreach, etc. That is the wave of the future."

"FGC is the modern form of Traveling Ministry of old."

"FGC is in an unusual spot. Their clients are also their competitors. Even worse, it's their owners who are their competitors. Yearly Meetings are doing their own versions of The Gathering and many (Friends) won't/can't afford to attend both."

"Why is FGC, and Friends today, afraid to use the word 'God'? Seems like we are becoming the Atheist Society of Friends."

"Friends meetings have lost their focus on worship to become social action clubs. I would encourage FGC not to follow suit but stay focused on Spiritual Deepening."

"I want to see them function as a conduit between Friends and Yearly Meetings but not as a filter."

"For some, FGC's reputation is invisible...for others it is The Gathering."

"They are a wonderful organization."

"Was pleased to see that Pacific Yearly Meeting has now affiliated with FGC."

"FGC is the vital piece of glue that holds us (Quakers) all together."

"People are increasingly hungry for spiritual focus. If that isn't what FGC does, then why bother?"

"I wouldn't be a Quaker if it wasn't for FGC."

"They are who we turn to for support at multiple levels."

"Very impressed with Barry. My fear is we may lose him in the campaign."

"I think Pacific Yearly Meeting joining the affiliation is historic and speaks loudly as a vote of confidence in the continuing value of FGC."



Overall, FGC and the quality of their staff and programs, are highly regarded in the broader Society of Friends.

ATTITUDE TOWARD THE NEED AND PLANS

98% of those interviewed believed there is a compelling case for all or most of the proposed campaign components and 83% approved of the plans as presented in the case book. This is an exceptionally positive response.

Comments included:

“The plans are absolutely necessary! All of them!”

“For me, endowing The Gathering and making it more accessible is the highest priority.”

“When I think of preparing for the next century, I think of climate disaster and social crisis. This booklet is entitled Gathering Together for a New Century of Service but feels more like sustaining the last century of service.”

“I don’t know what I’d cut back if they can’t raise all the money. It’s all needed.”

“Connecting and Communicating is essential to all they do. That should be a higher priority in my mind.”

“I don’t see how you can separate Connecting & Communicating from Spiritual Deepening and Religious Education. To me they are very closely connected.”

“There is a need for some of it. But it feels way out of balance. Feels like funding social justice programs are now a higher priority than Spiritual Deepening ones.”

“I think there is a challenge to get this whole racism initiative done right. Not sure what FGC’s role should be. There are companies and consultants out there that facilitate anti-racism at a local level. And I think that is where this has to happen – at the individual Meeting level.”

“We’re concerned about the future of Friends and want to support the components that build for a strong Society of Friends moving forward – like the Youth and Young Adult component.”

“I think FGC should make Outreach a higher priority. Anything they can do to help grow the Religious Society of Friends is critical.”

“FGC has had a history of developing programs based on funds available – even chasing money for expanding programs without sustainable long-term funding. Glad to see that is not the case with the campaign.”

“Youth and Young Adults – that is the future. I’d invest heavier in that arena.”

“The Gathering is fine. My question is does it generate positive cash flow for FGC operations overall? A lot of money is being earmarked for The Gathering. Is the tail wagging the dog now?”

“The Ministry on Racism is a worthy endeavor. I’m glad FGC is championing it. My guess is it may raise some feathers with a few Quakers around the country.”

“FGC can be a resource in the Ministry on Racism but I don’t think they can direct it. Each Yearly Meeting may want to do things differently when it comes to anti-racism efforts.”

“Will lowering the cost of The Gathering increase attendance or simply allow those currently attending to come for less? Maybe instead of lowering the cost, increase the amount of scholarships would be a better approach.”

“These plans are so limited - just feel ho hum to me. There is no sizzle.”

“Why isn’t there anything in their case materials about the environment?”

“I want to know how they will evaluate success of these objectives.”

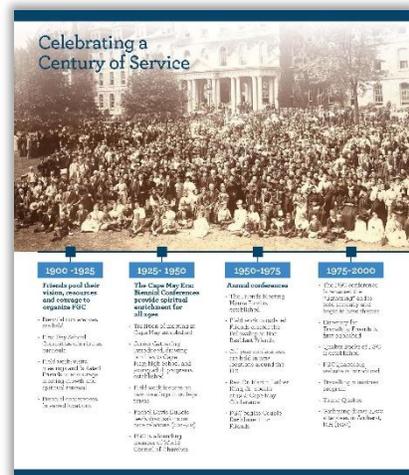
“I fear FGC is fast becoming a social justice secular organization instead of a faith-based worship and spiritual deepening organization.”

“I love the endowments. We have to find a way to stabilize the annual budgets.”

“Why bother to endow a future that is so uncertain?”

“Endowments are a terrific idea.”

“I like the idea of endowments but do we really need one for each component of the campaign? I can see it for The Gathering but not so sure about the others.”



Overall, the case for the proposed campaign was well accepted and understood. The elements of the proposed campaign including endowments were largely viewed as important and needed. Most often mentioned as priorities for the campaign were The Gathering, Connecting & Communicating (including Spiritual Deepening) and the Ministry on Racism.

ATTITUDE TOWARD THE CAMPAIGN

Attitudes toward conducting a campaign shifted significantly between interviews conducted pre and post COVID-19 impact. Before the pandemic restrictions came into play, 95% were supportive of a campaign (based upon 20 completed interviews). After the COVID-19 became rampant, only 20% were positive about conducting a campaign (based on 21 completed interviews), 70% advocated waiting while 10% were undecided.

Comments included:

"I think it is appropriate."

"Don't delay. We aren't getting any younger and some of the best donors are unfortunately dying off."

"I support the campaign only if it truly helps long-term sustainability."

"Let the campaign be a way for donors to take emotional ownership for FGC programs. And not just the major donors."

"Campaigns seem to me to be 'the next big shiny thing'. I think we have to find a way to get donors increasing support to the Annual Fund which isn't as exciting."

"If this will help with the overall long-term sustainability of FGC, then I'm all for it."

"Makes good sense. Now seems like a good time."

"The case just doesn't feel vibrant and full of life to me."

"They will have to hire staff. I can't see current staff implementing the campaign in addition to everything else they're doing."

"They will probably need to follow FCNL and AFSC and pursue non-Quaker support."

"They need to promote the campaign at future Gatherings and really promote the deferred giving component."

Following the Pandemic, attitudes about a campaign shifted significantly. Comments included:

"I think they better wait."

"Based on the current situation – they need to pause."

"They might be able to do a campaign for Planned and Estate gifts but hold off on the cash pledges."

"Terrible timing but not their fault. I don't know if they can do a campaign given the economic situation in the world?"

"Do something – maybe not all they wanted – but keep in front of the donors."

"Maybe a modular campaign where they pursue part of it now, and more to come when things improve."

"There should be a way to turn the cancelled Gathering into a rallying cry for the faithful to support that endowment. Ask them to give what they were going to spend coming to the Gathering."

"Terrible timing. But maybe boldly launching a campaign in the midst of all the uncertainty might challenge people to be courageous and support a campaign."

Overall, there are strong and positive attitudes regarding FGC conducting a fundraising campaign. In the end, there is never a perfect time to conduct a campaign, but the unprecedented current events would dictate a pause until some sense of stability returns.

ATTITUDE TOWARD THE GOAL

In the interviews, the need to raise \$5.7 million in contributions to fund the proposed capital campaign was tested. 17% (7) of the individuals interviewed believed the goal was realistic over a three- to five-year period. Eleven individuals (27%) felt the challenge was entirely unrealistic and while 56% were undecided.

Comments included:

"I have no idea. I don't consider myself connected enough to know."

"There is no question the capacity exists in Friends circles to make this happen. But only if they get those lead gifts."

“Seems like a lot to me.”

“Quakers are getting older and we’re not replacing them with new ones. I just don’t know if the base is there for the major gifts like it was before?”

“What was the goal of the last campaign? How does this compare?” (Approximately \$3.9 million).

“That doesn’t sound out-of-line. I think they raised more than that in a previous campaign.”

“I’m frankly worried about it. Its good they are taking the time to do a feasibility study.”

“I would like to see more resources allocated to Youth & Young Adults, Spiritual Deepening & Religious Education versus such heavy investment in largely social action work.”

“My fear is if we don’t invest in the faith components stronger, we will see those programs shrink or be cut just like the Traveling Ministry, Quaker Quest, Couples Enrichment etc. Then what’s left?”

“Going to be really hard to get big gifts after what has happened with the stock market.”

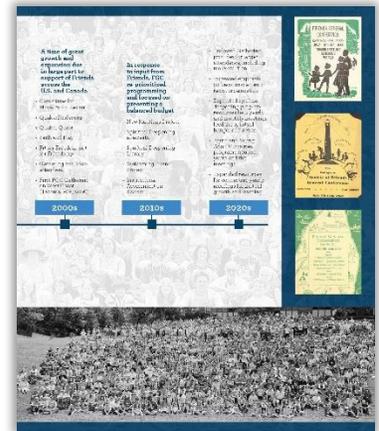
“My recollection with the last campaign was they had to add in two years of annual fund money to count the campaign as a success. That always kind of bothered me.”

“Nope – it’s too much. Maybe \$2 - 3 million tops.”

“Arch Street meeting will be doing a campaign. May be other competition as well.”

“We really like the idea of endowments. Shows smart planning and good stewardship.”

“My understanding is they plan to count planned gifts toward the goal. I think that is fine and will help them achieve their goal. But they need to clearly understand those dollars are years away and will not be available to help fund these campaign initiatives.”



The \$5.7 million proposed goal for the campaign is viewed as necessary but overly ambitious at this time. To be successful, any campaign will require a significant amount be committed in advance gifts to generate the momentum and credibility required to complete the remainder. Those lead gifts were not identified in the feasibility study.

ATTITUDE TOWARD GIVING

Of those interviewed, 30 individuals (73%) indicated a willingness to consider a pledge or a one-time gift to support a proposed campaign. Four individuals (10%) were opposed to giving and seven individuals (17%) were undecided.

In addition to the personal interviews we conducted, 33 individuals completed the electronic survey and 53% indicated a willingness to give while 26% were undecided.

Comments included:

"Sure, but it won't get them anywhere near what they need in order to reach \$5.7 million."

"Will planned gifts or estates count in a campaign?"

"What exactly will count toward the campaign? Documented planned gifts? What about undocumented planned gifts? Based on their age?"

"Will donors be able to designate where they want their gift to go? I think it might be a good idea."

"Absolutely. But probably not as much as we gave to the last campaign."

"I will but not sure how much. Spreading the gift over a few years helps."

"I will give to the campaign but only modestly more than my current annual giving."

"Barry mentioned there is a generation that has assets unlike any previous generation. That's my group. If we don't step up, it won't happen."

"We'll do our best to keep giving at our current level but not likely any additional. Sorry."

"I will give but how much depends on when the stock market rebounds."

With nearly 75% of interviewees affirming their intention to support the campaign, FGC can anticipate broad giving in support of this proposed campaign. However, the interviews did not identify any potential major gift prospects (\$100,000 +) who anticipate making significant financial investments in the project. Most successful campaigns have three to five lead gifts totaling approximately 50% of the total fundraising goal.

The following Scale of Giving indicates the **‘Maximum Levels’** of potential giving **self-identified** from the interviews in relation to raising \$5.7 million in three- to five-year pledges. Some major gift prospects were not interviewed but should be included in the Lead Gifts phase of any subsequent campaign.

Scale of Giving Necessary to Raise \$5.7 million

Number of Gifts		Gift Range	Potential Gift Totals	
<i>Needed</i>	<i>Identified</i>		<i>Needed</i>	<i>Identified</i>
1	0	\$1,000,000	\$1,000,000	\$0
2	0	500,000	1,000,000	0
4	0	250,000	1,000,000	0
8	0	100,000	800,000	0
10	3	50,000	500,000	150,000
20	5	25,000	500,000	125,000
30	8	10,000	300,000	90,000
40	3	5,000	200,000	15,000
60	5	3,000	180,000	12,000
many	1	below 3,000	220,000	1,000
200+	25		\$5,700,000	\$393,000

Note: In five instances the interviewee was willing to give but not prepared to provide a range for their probable level of support.

In addition to the personal confidential interviews, the 33 electronic surveys which were completed identified a combined estimate of \$50,000 in other potential gifts and are NOT reflected in the table of gifts above. Combined giving from the personal interviews and the electronic surveys would approximate \$500,000 toward a future campaign.

ATTITUDE TOWARD PLANNED AND ESTATE GIVING

An amazing 43% (18 individuals/couples) of those interviewed have already included FGC in their estate plans. In addition, 5 (12%) more were willing to consider adding FGC to the estate plans.

Comments included:

“I really like that they are promoting the planned and deferred giving. I plan to do the 3% they talk about in my estate.”

Summary of Issues

A good deal of work has been completed by the initial Advisory Group, the Informational Meeting Hosts, and everyone who was involved in implementing the small group meetings/presentations. The feedback that has been received from those involved in the activity of the past few months has provided the necessary data by which to assess the potential for a major fundraising campaign for Friends General Conference. This process has helped to identify, surface and better understand the prevailing issues as they relate to successfully implementing a major campaign at this time.

A summary of the issues in-play includes:

- I. The current constituency have very positive feelings about FGC.**
 - FGC is viewed as an important resource for individuals, Monthly Meetings and Yearly Meetings.
 - The current leadership is respected and trusted.
 - While all the proposed campaign needs were viewed as important, The Gathering, Connecting and Communicating, and Ministry on Racism were most often mentioned as priorities.

- II. Two serious concerns emerged in the interview process including:**
 - The need for advance Lead Gifts (\$100,000+) to set the bar for a successful campaign.
 - The unfortunate timing of the COVID-19 pandemic and its impact on the stock market and donor's ability/willingness to consider major gifts at this time.

- III. The need to identify and successfully enlist a cadre of committed volunteers to assist in implementing the fundraising campaign.**
 - The future campaign will likely need additional Development staff and recommended professional counsel. We believe it will be necessary to hire additional Development staff to assist Barry and Faith in implementing the campaign.
 - It will be important for Central & Executive Committee members and other Friends volunteers across the country to demonstrate visible leadership for the campaign as donors, with their endorsement of the campaign and their willingness to invite others to give to this important project.

Professional Opinion & Recommendations

Based on the results of the Pre-Campaign Process and the input received through the series of confidential assessment interviews, it is our professional opinion that FGC does have the potential to ultimately conduct a successful campaign in the \$1.5 - \$2 million range (over and above current annual fund giving). However, we would recommend not initiating the traditional campaign until the uncertainty surrounding the pandemic stabilizes.

A tentative placeholder start date could be early 2021 but is wholly dependent on current economic and societal conditions.

This level of campaign is based on input received in the interview process but also an analysis of giving to the previous campaign which received 28 gifts over \$25,000 for combined giving of \$3,215,000. Of those 28, 13 are no longer considered good prospects (deceased, disengaged, new focus, still paying on last pledge, health, etc.). These 13 donors accounted for \$2,072,000 of the last campaign.

Based on the input received to-date, we recommend:

- 1) FGC not move forward with a traditional campaign at this time. There is too much uncertainty in the minds of the prospective donors regarding the impact of the COVID-19 pandemic and the financial crises. We would advocate waiting until some stability returns in our communities and our markets.

The Gathering - Conferences		
Long Term Fundraising Endowment	\$100,000	
Black Home Fund'g	\$100,000	
+ Record Production	\$100,000	\$100,000
Total		\$200,000
Ministry on Racism		
Long Term Fund'g Endowment	\$1,000,000	
Black Home Fund'g		
+ The Living, Working, and	\$150,000	
+ Impact for People of Color		
Total		\$1,150,000
Religious Education and Spiritual Deepening		
Electronic Fund'g		
+ Book, Opportunities, Web	\$600,000	
Total		\$600,000
Youth and Young Adults		
Long Term Fund'g Endowment	\$100,000	
Black Home Fund'g		
+ The Living, Working,	\$50,000	
+ Impact for People of Color		
Total		\$150,000
Connectivity and Communicability		
Electronic Fund'g		
+ Website	\$100,000	
+ The Living, Working, and	\$400,000	
+ Impact for People of Color		
Total		\$500,000
Campaign Costs		
+ One Year Total	\$10,000	
+ Outreach	\$5,000	
+ Communications	\$5,000	
Total		\$20,000
Campaign Grand Total Goal		\$5,700,000
Total Long Term Fund	\$1,200,000	
Total One Year Total	\$1,150,000	

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At that time, FGC will be in a position to pursue a reduced campaign goal in the \$2 million range (including cash and multi-year pledges). It will be very important to determine what campaign elements and accompanying goals will be included in a campaign with a reduced goal. Based on attitudes toward the plans, it would be conceivable to think that up to 50% of the pledges might be targeted to endowing The Gathering.

Also, in advance of initiating campaign activity, it will be important for FGC leadership to determine the staffing model and campaign organizational structure so that any future hiring of Development staff can begin at an appropriate time.

2) However, we do believe there are opportunities for Fund Development that FGC can and should pursue. This includes organizing a two-pronged development strategy for 2020 that would focus on:

- a. Confirming current planned gifts and actively promoting and soliciting new planned and estate gifts. Planned gifts were included in the original case materials and the strong attitudes toward supporting endowment give strong reasoning to pursuing those types of commitments at this time. Additionally, planned & deferred gift discussions are not greatly inhibited by the current volatile stock market.
- b. Organizing a 'mini-campaign' (goal to be determined) to focus on special gifts to help bridge the gap in FGC's operations due to cancelling of the 2020 Gathering.

NOTE: It will be very important to communicate to all mini-campaign donors that these special contributions are solicited "over and above" any current Annual Fund support. All other Annual Fund activity should proceed as normal.

Once again, thank you to Barry, Faith and Holly for their significant assistance early and throughout the process. Any campaign will take time, test organizational capacity and require significant investment of time by staff and volunteers. This being said, there is no more worthy endeavor and it has been our sincere pleasure to assist you in this Pre-Campaign Process. We look forward to working with you to successfully complete the recommendations in this report.

Attachment A

Pre-campaign Advisory Group

Frank Barch
Philadelphia Yearly Meeting

Marvin Barnes
Lake Erie Yearly Meeting

Marian Beane
Piedmont Friends Yearly Meeting

Janice Domanik
Illinois Yearly Meeting

Wally Evans
Philadelphia Yearly Meeting

Becca Haines-Rosenberg
Baltimore Yearly Meeting

John Holding
North Pacific Yearly Meeting

Kathy Hollingshead
Lake Erie Yearly Meeting

Susan Hopkins
Pacific Yearly Meeting

Carolyn McCoy
Philadelphia Yearly Meeting

Jill Nanfeldt
New York Yearly Meeting

Sue Regen
New York Yearly Meeting

Joan Sampieri
Lake Erie Yearly Meeting

John Spears
Philadelphia Yearly Meeting

Attachment B

Informational Meetings and One-on-one Presentations

Area	Date	Number of guests
Advisory Group	9/20/19	13
Central Committee	10/26/19	64
Charlotte, NC	12/14/19	7
Birmingham Meeting, West Chester, PA	1/19/20	17
Chestnut Hill Meeting, Philadelphia, PA	1/24/20	11
Baltimore, MD	2/22/20	13
Atlanta, GA	2/23/20	26
Colorado	2/25/20	7
Minneapolis/St. Paul, MN	3/7/20	8
Wellesley, MA	3/26/20	3
Zoom meeting (43% west coast participants)	4/16/20	10
Madison, WI (zoom)	4/19/20	14
One – on -one visits		<u>12</u>
		205

Attachment C

**Demographic Data
Interviews**

Total interviews: 41

Interview Profile:

Individuals:	49
Couples	8
Males	26
Females	23

Lifetime giving to FGC:

\$50,000 and above	15
\$25,000-\$49,999	4
\$10,000-\$24,999	12
\$9,999 and below	8

Age Distribution:

59 and under	1
60-69	15
70-79	23
80 and above	8
Unknown	2

Yearly Meeting Affiliation

Alaska Friends Conference	1
Baltimore Yearly Meeting	4
Great Plains Yearly Meeting	1
Illinois Yearly Meeting	2
Intermountain Yearly Meeting	1
Lake Erie Yearly Meeting	3
New England Yearly Meeting	1
New York Yearly Meeting	2
Northern Yearly Meeting	5
Pacific Yearly Meeting	5
Philadelphia Yearly Meeting	9
Piedmont Friends Fellowship & YM	3
South Central Yearly Meeting	1
Southeastern Yearly Meeting	1
SAYMA	1
Unaffiliated Meetings	1

Racial Distribution:

Friends of Color	2
Friends of European Descent	44
Unknown	3

Attachment D

Statistical Analysis of Confidential Interviews

based on 41 completed interviews

Attitude Toward the Need

Positive	40	98%
Negative	0	0%
Undecided	1	2%

Attitude Toward the Plans

Positive	34	83%
Negative	3	7%
Undecided	4	10%

Attitude Toward the Goal

Positive	7	17%
Negative	11	27%
Undecided	23	56%

Attitude Toward a Campaign

Positive	25	61%
Negative	13	32%
Undecided	3	7%

Attitude Toward Working

Yes	9	22%
No	26	63%
Undecided	6	15%

Attitude Toward Giving

Yes	30	73%
No	4	10%
Undecided	7	17%