



Planning Study Report

1st Parish Unitarian Universalist Church
Chelmsford, MA

TABLE OF CONTENTS

Introduction	2
Method of Study	3
Case Statement of Need	4
Areas of Conversation	5
Planning Study Questions and Results	6
Evaluation	9
Recommendations	10
Setting the Campaign Goal	10
Pledge Recommendations	10
Next Steps	11
An Overview of a Major Capital Campaign	11
Campaign Preparation	11
Phase I: Leadership and Major Gifts/ “Silent Phase”	11
Phase II: Advance Gift Receptions	12
Phase III: General Gifts and Follow-up	12
Phase IV: Pledge Redemption	12
Conclusion	13
Addendum A	14

Cornerstone

FUNDRAISING

INTRODUCTION

Brian Raiche, President of Cornerstone Fundraising, LLC met with John Schneider and members of the Next Steps Task Force to discuss the possibility of assisting 1st Parish Unitarian Universalist Church with a campaign to address some needed improvements to the church facilities, most notably renovations to make the sanctuary, Parish House (RE Wing), and chapel accessible to all who wish to worship, learn and share in fellowship. A decision was made to retain Cornerstone Fundraising, LLC to conduct a Planning Study. This report outlines the findings, evaluation and recommendations.

The purpose of the study was to (1) determine the extent of support for addressing the proposed capital improvements (2) evaluate individual giving potential for the campaign.

Preparation for the study began in July and was directed by Brian Raiche of Cornerstone Fundraising, LLC. The study included personal interviews, focus groups and a direct-mail questionnaire. A notice announcing the study was made on Sunday. The personal interviews and focus groups were arranged by way of an introductory letter sent from The Reverend Ellen Rowse-Spero and Mr. David Blackburn. This letter encouraged participation and stressed the importance of member input into the study process. Follow-up phone calls were made to increase participation. The interviews, focus groups and the questionnaire were based on 10 questions regarding the church in general and the desire to address the proposed maintenance issues.

Cornerstone staff, to date, conducted 17 personal interviews and 3 focus groups. A questionnaire was mailed to the remaining members. A total of 64 questionnaires were returned by mail, on-line and through the Sunday collection. A total of almost 74 unique responses form the basis for the recommendations contained in this report. The confidentiality of all responses will be preserved.

METHOD OF STUDY

The Planning Study included personal interviews, focus groups, and a direct-mail questionnaire. The results are listed below:

Personal Interviews

Personal and confidential interviews were conducted with a cross-section of members. These families represented significant financial contributors, those active in outreach and leadership, and names offered by the Next Steps Committee. Individuals were selected based on who could provide insight into the financial potential of the community. A personal letter was sent asking members to assist the church by being interviewed. Follow-up telephone calls were made to schedule appointments. The interviews were conducted at the church office.

The strength of the personal interviews was a combination of the formal questioning and conversations that led to additional topics of interest as the interview progressed. Each member had something to contribute, some more than others and some in more specific areas. In all cases, the interviewer focused on the case at hand and the possibility of a capital campaign to meet those goals. The net result of these conversations was the honest feeling and thoughtful reflection of those interviewed.

Focus Group Meetings

The Focus Groups were well attended with 28 members participating. These meetings proved particularly helpful and confirmed the general themes raised in the interviews and the questionnaire.

Survey Questionnaire

The other major component of the Planning Study was the online and direct-mail survey mailed to the entire mailing list. The questionnaire consisted of 10 questions that centered on identified needs. A total of 64 surveys were returned. The strength of the mailed questionnaire was honest feedback by a variety of members, both active and inactive.

Case Statement of Need

First Parish has been involved in a process of reviewing several options for much needed renovations to make our sanctuary, Parish House (RE Wing), and chapel accessible to all who wish to worship, learn and share in our fellowship. Our "Old Fashioned Way to be New Program" is the result of several years of conversation, visioning, and planning. Our hope is to implement a program of phased renovations for our three building "campus" that improves accessibility and our technology capacity.

There are four dimensions to this work:

- Physical: Provide independent accessibility to the sanctuary, 2nd floor meeting rooms and offices, vestry and chapel.
- Community: Provide space that addresses community needs and is safe and welcoming to guests.
- Collaborative: Design space to facilitate great collaboration between staff, congregants of all ages, and the wider community.
- Technological: Improve the capacity for wireless, live streaming and social media to align with emerging media, faith formation and learning opportunities.
-

Our Plan:

There are two phases plus technology upgrades that we would like to accomplish. They are listed in order of priority. These projects would be accomplished in phases depending on our fundraising ability.

- Phase 1A: Build new Westford Street entrance to provide accessible entry and new space; relocate staff offices; add new elevator and stairs; add additional bathroom capacity.
- Phase 1B: Raise chapel roof to create a seamless second floor with new meeting rooms.
- Improve accessibility to our historic Sanctuary to make the worship space more accommodating and welcoming to all. Create more space in the Sanctuary and renovate the balcony so that it is safer. Build new stairs and install an elevator to make balcony access easier for all.
- Create a new sunspace addition to the Vestry overlooking the south or Littleton Road side of the Vestry as a new Women's Alliance Parlor.
- Plus: Significantly upgrade technology hardware throughout the campus.

Estimated cost:	Phase 1	\$2,000,000
	Phase 2	\$1,100,000

AREAS OF CONVERSATION

Personal Interviews and Focus Group Meetings

- **Handicapped Accessibility is seen as a priority**
The overwhelming theme of the study was that the members of 1st Parish see the need to make the campus accessible to the entire community, young and old. They have confidence in the proposed work to be done. Installing a new elevator is seen as the most important project.
- **1st Parish is a generous community but not a particularly wealthy one**
A number of top donors were interviewed during the Study. It became clear that many of these donors were extremely generous but not particularly wealthy. While all said they would support the campaign, the majority of gifts will range between \$5,000-\$10,000. Two Major Gifts were identified (\$25,000; \$100,000).
- **Majority said they would give to capital campaign**
The majority (76 percent) of those interviewed and participating in the survey questionnaire said they would contribute to a capital campaign. They clearly understand the need for making the church campus fully accessible to all its members. They also stressed the need for wide participation in the campaign, regardless of economic status; the need for everyone to be able to participate at some level.
- **Campaign Process Appreciated**
Members noted their appreciation for the efforts made by the Task Force. They welcomed the opportunity to share their open and honest input. They also noted that there has been excellent communication between the committee and general community.
- **Scope of work is seen as beyond the financial ability of community**
Participants in the Study see the need for the majority of items in both Phase I and Phase II of the proposed projects. Most believe the scope of Phase I is beyond the financial ability of the community.
- **Financing the Project**
Throughout the study, members discussed the possibility of financing the project above and beyond the pledge ability of the community. Most interviewed were comfortable taking a “bridge-loan” from the endowment to begin the work. The endowment would be paid back through pledge payments. Others, discussed the possibility of borrowing from the endowment or local bank, taking on a “mortgage” in order to accomplish more. A majority of those interviewed noted that a conversation regarding the endowment would be challenging.
- **Concerns about the Annual Canvas**
A number of members noted their concern regarding the Annual Canvas. The church faces an on-going challenge to support regular operations and some members are concerned a

Capital Campaign will have a negative impact on annual pledging. This is a typical concern of many communities. In reality, the Capital Campaign will not negatively affect the Annual Canvas. Members will be educated on the need to maintain the operating budget. Additionally, the major of the campaign funding will come from a small number of major gifts. These major gift donors will not decrease their Annual Canvas pledge.

- **Rev. Ellen and 1st Parish receive favorable ratings**

Overall, the majority of participants gave favorable ratings to the church. They especially noted Ellen’s leadership and commitment to the community.

PLANNING STUDY QUESTIONS & RESULTS

Question 1: *How long have you been a member of 1st Parish Unitarian Universalist Church?*

Response:

New member	0%
1-5 years	8%
5-10 years	14%
10-15 years	21%
15-20 years	16%
20 years or more	41%

Question 2: *Do you consider yourself an active member?*

Response:

Yes	73%
No	5%
Somewhat	22%

Question 3: *Taking into consideration the church staff, Sunday services, the religious education program and the church organizations, how would you rate 1st Parish Unitarian Universalist Church?*

Response:

Very Good	95%
Good	5%
Fair	0%
Poor	0%

Question 4: *What is your reaction to the proposed Capital Projects?*

Favorable	58%
Unfavorable	3%
Mixed	39%

Question 5: *In addition to the building project, are there other areas of need/desires not addressed that you see as a priority? (See Addendum A)*

Question 6: *What, if any, is your one concern about the church conducting a capital campaign in the near future? (See Addendum A)*

Question 7: With regard to your own involvement would you...

Answer Options	Yes	No	Maybe
<i>Give to a Campaign</i>	76%	5%	19%
<i>Serve on the Campaign Committee</i>	0%	74%	26%
<i>Serve as a General Volunteer</i>	37%	22%	41%

Question 8:

Significant gifts will be needed in order for 1st Parish Unitarian Universalist Church to undertake this project. If you were to consider making a financial commitment to the campaign, could you possibly estimate the size of your gift? (Please note, this is not a commitment, it is a projection of possible gifts to help us move forward in our financial planning.)

Response:

\$100,000	1
\$25,000	1
\$10,000	8
\$7,500	2
\$5,000	5
\$4,000	3
\$2,000	8
\$1,000	15
Unsure	37 (MAJORITY)
Total	\$275,000

It is projected that the campaign will raise 2X-the amount indicated in the survey chart: \$550,000

Question 9: *Please complete the following statement, "If there was one thing I wish 1st Parish Unitarian Universalist Church would do, I wish it would..."*

Responses: *(See Addendum A)*

Question 10: *Any other thoughts or comments as we conduct this planning study?*

Responses: *(See Addendum A)*

EVALUATION

The study findings were evaluated in terms of three key elements necessary for the success of a Capital Campaign: (1) an understanding of the "case" or reason for the campaign; (2) a sufficient number of prospects or potential donors to whom the appeal can be directed; and (3) sufficient leaders to implement the campaign plan. The study sought the input and advice of key individuals who could provide leadership or crucial support for a campaign.

Case Statement

The overall reaction to a Capital Campaign to address the proposed capital improvements was generally favorable with support for handicapped accessibility a priority. Over 57 percent of those surveyed reacted favorably to the Proposed Capital Projects (Case Statement). Some 39 percent reacted with a mixed response, and 3 percent were negative regarding the project. Those with a "mixed" reaction tend to support the handicapped accessibility over other improvements.

Prospects

Prospects are those individuals who could be asked for gifts during a campaign. In the survey, the majority (76%) indicated a willingness to support the campaign at some level.

The study surfaced sufficient prospect leads to begin a campaign. An initial \$275,000 in potential pledges has been indicated by members. Many were unsure of their pledge amounts or were simply not in a position to determine a specific amount. This initial number is a good indicator for setting a campaign goal. The campaign is expected raise up to 2 times the amount indicated in the survey: *\$500,000*

Leadership

Leadership will play a major role in determining the success of the campaign and the amount of money that could be raised. The study identified possible church leadership among those who demonstrated favorable support for the project and who have the ability to lead others through a successful campaign. Of those participating in the study, sufficient members indicated a willingness to serve on the campaign committee or serve as a general volunteer. A confidential list of potential committee members will be given to the Committee.

RECOMMENDATIONS

The results of the Planning Study indicate that 1st Parish is in a good position to conduct a modest Capital Campaign to address the proposed improvements.

Setting the Capital Campaign Goal

Recommended Goal: \$500,000

Taking into account the annual income of the church, the support for the case, the initial number of members willing to commit to a campaign and the early indication of \$255,000 in pledges, 1st Parish UU has the potential to raise up to \$500,000. Exceeding a goal of \$500,000 or more will be dependent on securing additional major gift support (\$25K and above) not uncovered during the Planning Study.

It would be beneficial to prioritize capital improvements with fundraising potential. The project specifics could be revisited as each fundraising benchmark is reached. The community might also consider a small mortgage of \$250,000 or more in order to accomplish more of its plans to improve accessibility."

The campaign goal could be revisited after the "silent" phase of the campaign. If significant major gift support is surfaced, the public goal would be set higher.

Pledge Recommendations

Based upon the results of the Planning Study, the 1st Parish could expect between 100 and 125 gifts to the capital campaign. To reach a goal of \$500,000 there would need to be broad participation as well as major gift support, including securing the "lead gift" of at least 20% of the goal.

To achieve the goal 1st Parish should consider asking members to donate \$4,000 over three years. With a 10% down payment, this would amount to \$100/month. Given the current economy, the pledge plan could be extended over four years. With a 10% down payment, this would amount to a pledge of \$75/month.

Next Steps:

1. Completed study to be distributed to the congregation.
2. Host church forms to discuss the findings.
3. Congregational vote in November to decide whether or not to move forward with a capital campaign.

AN OVERVIEW OF A MAJOR CAPITAL CAMPAIGN

Outlined here is a plan for a successful capital fundraising effort, based upon Cornerstone Fundraising's direct experience in hundreds of such programs. The flexible plan is designed to raise the maximum amount of funds while strengthening the community through an engaging, successful fundraising campaign. Fundraising is conducted in an atmosphere of joy and spirituality. By asking members to consider a gift to the best of their financial ability, active and committed community members often provide the financial leadership necessary to achieve – and often exceed – the goals.

The plan for every capital campaign is simple: to ask every individual associated with 1st Parish Unitarian Universalist Church to consider making a gift to the best of their financial ability over a period of time. The method of asking takes place in different forums throughout the campaign. The campaign is broken down into different phases – described here – to facilitate contacting all parishioners and asking for their support.

Campaign Preparation

Phase I is conducted prior to the start of the active fundraising and begins immediately after the campaign calendar is established. During this period, the plan is formulated and reviewed with church leadership, and the following tasks are conducted: campaign calendar is established; final case statement and brochure text are drafted; printer is selected to complete invitations, brochures and campaign materials; church leadership is assisted in selecting campaign chairpersons; Special Gift reception sites are selected; the database is converted into a format to be used during the campaign; memorial opportunities are defined; and most important, all potential major gift prospects are identified.

Phase I – Leadership and Major Gifts/“Silent Phase”

The first active phase of the campaign focuses on leadership and major gifts. One-on-one solicitations with top prospects are conducted. These prospects are asked to consider "Leadership Gifts" in the range of \$10,000 and above. It is customary during this phase that the Minister, Cornerstone Campaign Director and the Major Gift Chairperson participate in the actual solicitation of significant contributions. Depending on the need, large gifts can also be solicited through the Special Gifts Reception Phase.

Phase II – Advance Gifts Receptions

A list of prospects will be compiled from the most recent contribution records of those who have the financial ability to make a significant gift toward the campaign. They are invited to a small reception. To generate early momentum for the campaign, those who participate are asked to make a significant financial gift payable over a period of time, usually three to four years.

The gatherings last approximately one hour. During this time the Minister, Campaign Chairperson and the Cornerstone Campaign Director explain the case and the campaign plan. Each individual/family in attendance is asked to consider a pledge and to respond within a few days. Everyone present is provided with the campaign brochure, a personalized pledge card and return envelope.

Phase III – General Gifts and Follow-up

Those families who were not personally contacted or are still undecided about making a gift will have an opportunity to participate during this phase. The General Gifts phase involves direct mail (campaign brochure), a Pledge “Commitment Weekend,” and other in-pew efforts. Follow-up activity unfolds after Commitment Weekend and involves personalized mailings, reduced pledge plans and opportunities for one-time gifts.

Phase IV – Pledge Redemption

The Redemption Phase takes place for the entire period that pledges are collected. This can last from 36 to 60 months. Cornerstone Fundraising has developed special software designed to manage and track pledge redemption, and can provide an estimate to aid in the collection of pledges and to complete all other necessary follow-up. This estimate will be presented to the church before the active phase of the campaign is complete. An alternative would be to train a secretary from the church to maintain the database and collect the campaign pledges.

CONCLUSION

1st Parish Unitarian Universalist Church has sufficient support to launch a capital campaign to address capital improvements to the church facilities. Improvements that address handicapped accessibility should be the priority.

Based on the Planning Study, Cornerstone Fundraising recommends that 1st Parish Unitarian Universalist Church set the campaign goal at \$500,000 and ask members to pledge \$4,000 over a three or four year period. With a 10% down payment, the pledge request would amount to \$100 per month over three years or \$75 per month over four years.

Cornerstone Fundraising appreciates the opportunity to have worked on this Planning Study with The Reverend Ellen Rowse-Spero, Mr. John Schneider, Members of the Next Steps Task Force and vibrant community at 1st Parish Unitarian Universalist Church. We look forward to a continued working relationship and assisting you with a successful campaign.

Respectfully submitted by:

Cornerstone Fundraising, LLC

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ADDENDUM A

SURVEY RESULTS

1st Parish Unitarian Universalist
Chelmsford, MA

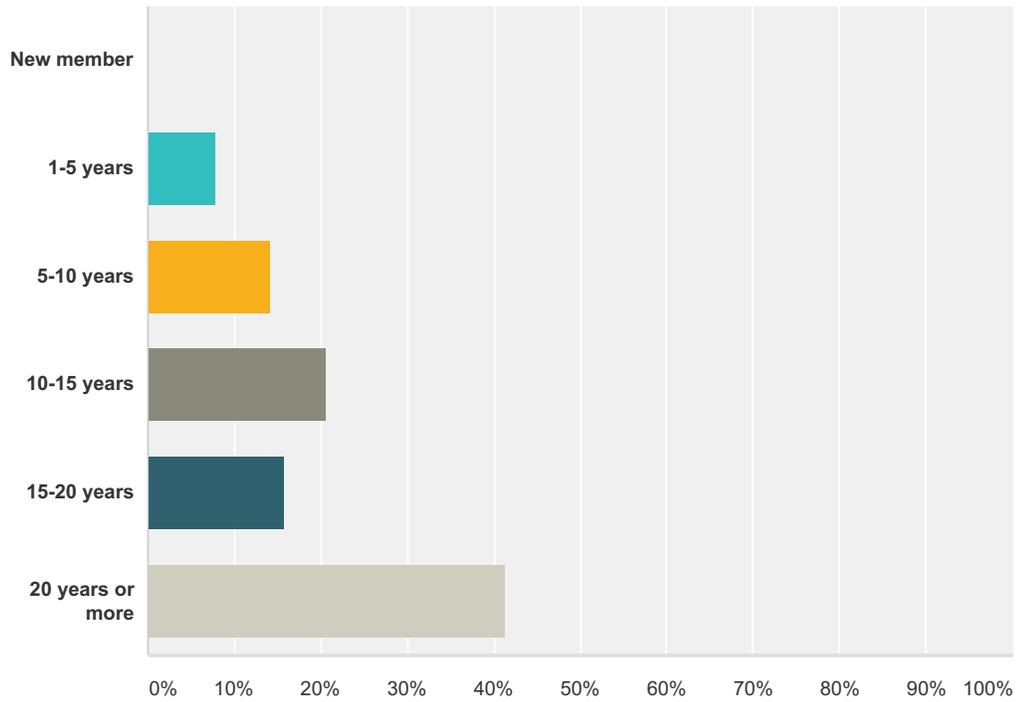
**Q1 Please enter your contact information
(Optional)**

Answered: 46 Skipped: 18

Answer Choices	Responses	
Name:	100.00%	46
E-mail:	84.78%	39

Q2 How long have you been attending 1st Parish?

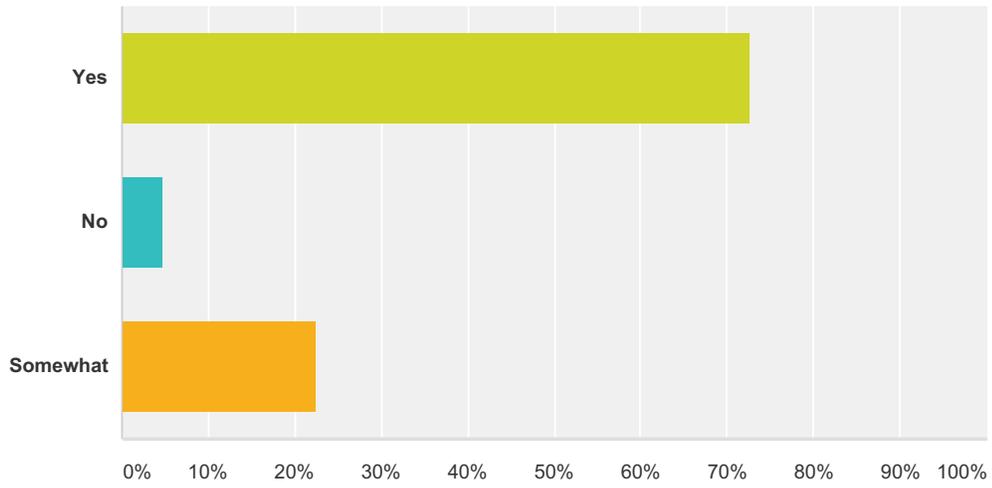
Answered: 63 Skipped: 1



Answer Choices	Responses	Count
New member	0.00%	0
1-5 years	7.94%	5
5-10 years	14.29%	9
10-15 years	20.63%	13
15-20 years	15.87%	10
20 years or more	41.27%	26
Total		63

Q3 Do you consider yourself an active member?

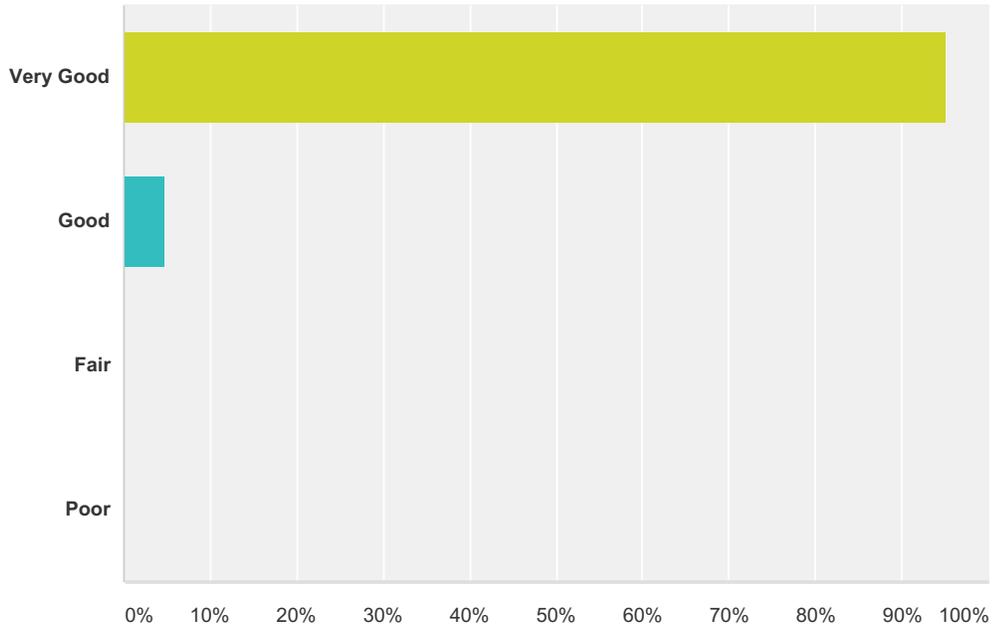
Answered: 62 Skipped: 2



Answer Choices	Responses	
Yes	72.58%	45
No	4.84%	3
Somewhat	22.58%	14
Total		62

Q4 Taking into consideration the church staff, Sunday services, the religious education program, and the parish organizations / outreach, how would you rate 1st Parish?

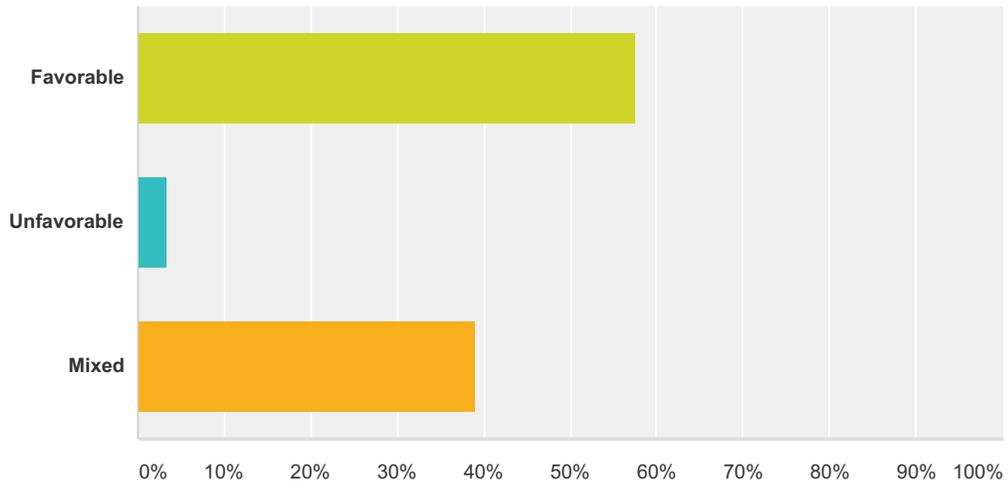
Answered: 63 Skipped: 1



Answer Choices	Responses	
Very Good	95.24%	60
Good	4.76%	3
Fair	0.00%	0
Poor	0.00%	0
Total		63

Q5 What is your reaction to the Case Statement of Need?

Answered: 59 Skipped: 5



Answer Choices	Responses	
Favorable	57.63%	34
Unfavorable	3.39%	2
Mixed	38.98%	23
Total		59

Q6 In addition to the project listed, are there other areas of need not addressed that you see as a priority?

Answered: 29 Skipped: 35

In addition to the project listed, are there other areas of need not addressed that you see as a priority?

- #1 priority is handicapped bathroom on 2nd floor. This lack deterred my late husband from attending church.
- A focus should be added on how to make the church building more energy efficient through increased insulation, heat pumps instead of the current heating system, LED light fixtures where possible, and modernized toilets and water faucets to minimize water use. In addition, if a new roof is being constructed over the chapel, some thought should be given to the use of solar panels. These investments are in keeping with our principles and they will pay for themselves in the long run. To really be on the cutting edge, the church could consider a collecting water in rain barrels and installing a grey water system for reusing some water to save our most precious resource.
- adequate office/storage/rehearsal space for church music programs. Music is an integral part of worship. Most churches (even smaller ones) have dedicate space for the above away from noisy public areas (like community rooms and elevators). The lack of such causes stress and disruption during busy times.
- Good signage to find various places
- I think it is very comprehensive
- Men's room 1st floor re wing need an overhaul.
- New sanctuary windows.
- Not a higher priority but: some things that should be considered are: -programmable key cards (which, when combined with an alarm system could save us money on insurance) -(needs to be thought through): a church database. Right now, there are about 5 different lists of people and perhaps we could work off one database and just filter for various interests.
- Parking
- Parking is a continual challenge, but that should be addressed by the town as an economic issue for central square.
- Parking Lot needs more attention
- Parking lot needs to be considered
- Parking. Also consider possible lack of income if nursery school and other places are displaced during renovations, etc.
- Parking; Outdoor space for R.E.; Dedicated space for archives
- Purchasing/using church software and hardware FIRST would make the rest of the plan, including raising capital, easier.
- The lack of adequate parking.
- We're not sure we "need" all the proposed projects.

Q7 What, if any, is your one concern about the parish conducting a capital campaign in the near future?

Answered: 45 Skipped: 19

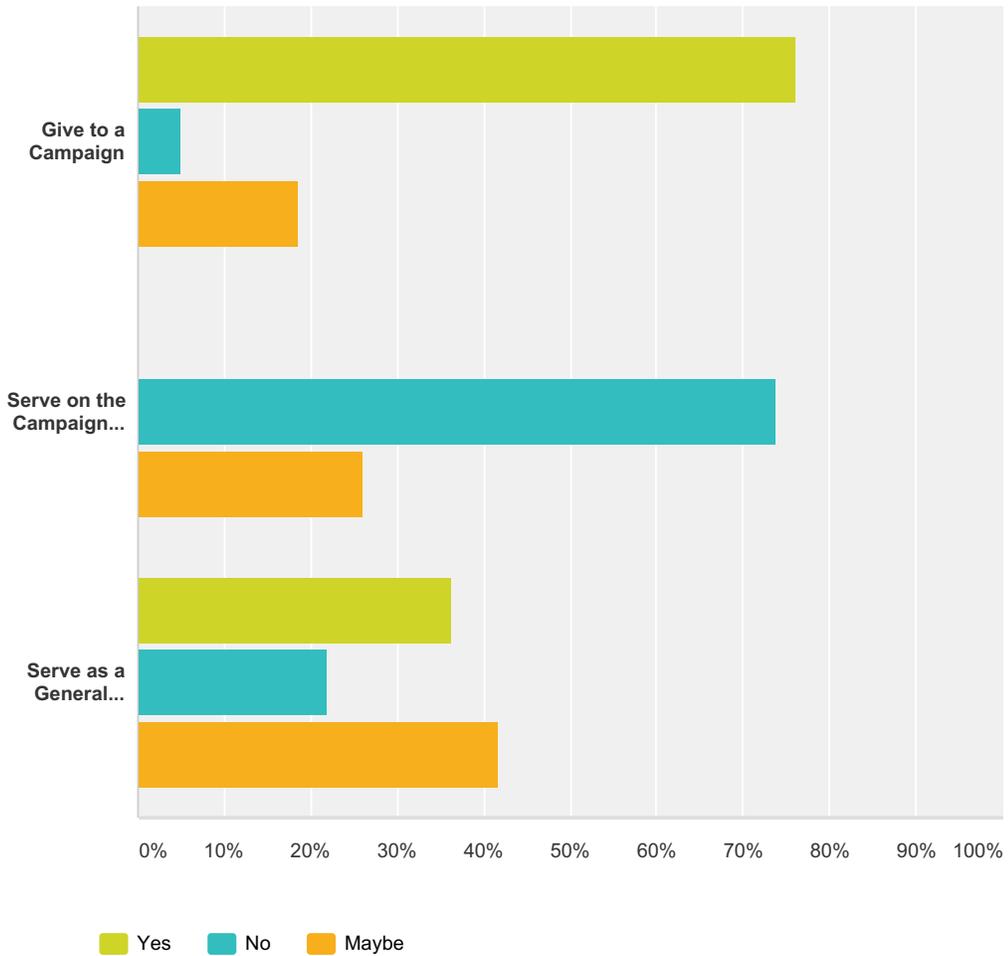
What, if any, is your one concern about the parish conducting a capital campaign in the near future?

- A potential schism in the congregation when our funding capacity is less than half of Phase 1.
- Accessibility renovations are very expensive and what we have is adequate. I am not interested in a capital campaign to support this as I don't think our congregation can afford it.
- As a member of a foundation for a local nonprofit who is in the fifth year of a capital campaign I have great reservations that FP's will be successful. Even with foundation grants and million plus donors the foundations campaign is stuck at 2.8 million from reaching the goal and has been thus for over a year. I believe FP will find it very hard to have a successful capital campaign.
- As much as I like everything in the Case Statement of Need, does it represent realistic goals for First Parish?
- Distress/conflict with community.
- Do we have the funds within the membership?
- Do we have the will to do it?
- Don't raid the endowment funds.
- Fear of my own finances. I am retired and cannot donate as in past. I really want this, and honestly fear that someone will talk me into donating more than I can afford, because I really do care. Not sure how to set my boundaries, and therefore the appeals going on will be very stressful for me. I do want this done. I wish I were younger, still making income to help make this a reality. I'm think I'm in for a long guilt trip during this whole project.
- How many of us can't contribute as much as we'd like.
- I am concerned that we were unable to meet our goal for the pledge drive and wonder how that would impact a campaign.
- I just wish I could contribute financially but I can't at this time.
- It's a lot of money to raise, and some of us can't contribute more than we already do for our pledges. I would hate to see the effort fail.
- Just make sure that all renovations and redesigns take into account energy efficiency and green design.
- Much of what I imagine to be the available capital of congregants and FPUU Chelmsford will be drained and/or locked up for a fair bit of time.
- My concern that we have the will, but not the way. That the means of our congregation are limited.
- MY inability to contribute
- Not getting in over our heads financially. Our ability to raise such a large sum. But we should move forward.
- Our ability to meet the goal.
- Our capacity for giving
- Overall, I am in favor of the building update, which requires a capital campaign. Wheelchair accessibility is a big issue. However, I do not see the need for an elevator to the balcony. The choir could sing from the main floor. Just leave the balcony for overflow space for able-bodied people (and the organist).
- People's finances are tight

- Please don't let it drag out.
- That is will be a long slow slog. So many of the families my age are dealing with college costs and/or divorces, foreclosures, or just barely hanging on financially. We are out of recession, but what should be our economically healthy middle-aged base is operating out of a climate of scarcity.
- That people may not have the extra money to give
- The ability of the people who are members, friends, users to be able to raise enough money for just phase 1.
- The amount of money needed for the project and funding it- being able to raise the funds needed.
- the expense and the feasibility of our congregation raising the money
- The total cost
- We can appreciate the need for First Parish to update and grow and are very supportive of this effort. Our only concern is our ability to be much, if any, financial assistance in this matter. We have been struggling financially and contributing more than our annual pledge would create a hardship.
- Whether or not we can sustain the financial commitment.
- Will we be able to address the improvements that we need to make the church more accessible. Can we raise the funds to move forward.

Q8 With regard to your own involvement would you:

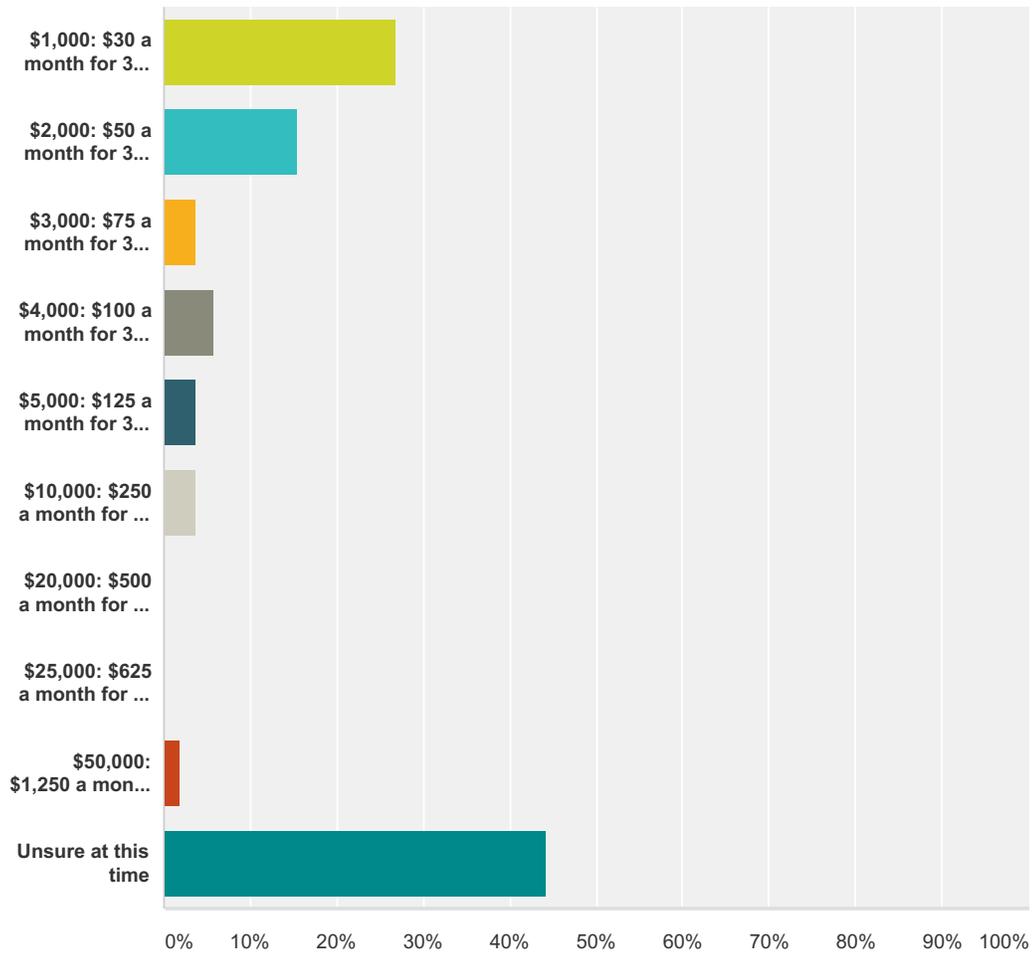
Answered: 60 Skipped: 4



	Yes	No	Maybe	Total Respondents
Give to a Campaign	76.27% 45	5.08% 3	18.64% 11	59
Serve on the Campaign Committee	0.00% 0	74.00% 37	26.00% 13	50
Serve as a General Volunteer	36.36% 20	21.82% 12	41.82% 23	55

**Q9 Significant gifts will be needed in order for 1st Parish to complete this project.. If you were to consider making a financial commitment to the campaign, could you possibly estimate the size of your gift.
(Please note, this is not a commitment, it is a projection of possible gifts to help us move forward in our financial planning.)**

Answered: 52 Skipped: 12



Answer Choices	Responses
\$1,000: \$30 a month for 3 years	26.92% 14
\$2,000: \$50 a month for 3 years	15.38% 8
\$3,000: \$75 a month for 3 years	3.85% 2
\$4,000: \$100 a month for 3 years	5.77% 3
\$5,000: \$125 a month for 3 years	3.85% 2

First Parish Unitarian Universalist Church

\$10,000: \$250 a month for 3 years	3.85%	2
\$20,000: \$500 a month for 3 years	0.00%	0
\$25,000: \$625 a month for 3 years	0.00%	0
\$50,000: \$1,250 a month for 3 years	1.92%	1
Unsure at this time	44.23%	23
Total Respondents: 52		

Q10 Please complete the following statement: "If there is one thing I wish 1st Parish would do, I wish we would...."

Answered: 37 Skipped: 27

Please complete the following statement: "If there is one thing I wish 1st Parish would do, I wish we would..."

- ...move forward with this plan. I love it!
- Actively reach out to the Greater Lowell Community to invite folks to join us.
- Be more accessible.
- Be open year round with lay services sprinkled throughout the year.
- Come together and meet as a family during summer month, outside of services. But this is hard to do.
- Continue to learn & grow together.
- Do a little outreach to members that have stopped participating.
- Find a way to do this without making people feel guilty about choices or money.
- Finish this decision process.
- Have better communication.
- Have more parking available for our parishioners.
- I would like to keep this from becoming the wedge issue I see it turning into as those who can't afford this project are made to feel that they must or risk being seen as not UU enough.
- Improve the elevator.
- Install new safe stairway from side entry to sanctuary.
- Integrate community service across all ages and model exemplary practices to address the two underlying issues that affect people of all backgrounds; poverty and stewardship of the earth.
- It meets all I need..a spiritual haven.
- Live in peace.
- Make the building more welcoming.
- Make the front doors(and entrance) of the church more user friendly
- Make the place more accessible while retaining our historic character.
- Make the space easily accessible to people with mobility challenges - the chapel, the vestry, and the sanctuary as priorities.
- Move forward and think of the improvements we can make to make our church more welcoming and up to date.
- Not sure.
- See my previous comment on what is missing - treat music as an equal ministry
- Speed up "church time"- I know it probably isn't possible but you asked!

Q11 Any other thoughts or comments as we conduct this planning study?

Answered: 34 Skipped: 30

Any other thoughts or comments as we conduct this planning study?

- Are there any outside resources of funding outside the congregation?
- Concern over the amount needed. How have other local capital campaigns made out?
- Glad we reached this stage!
- Good job, so far. I think you have worked hard to look at the areas of need. Thank you for allowing our input.
- Has energy efficiency been raised at all in the planning process? A net zero energy use should be the goal to strive for and all decisions should at least be considered from this perspective initially, even if other priorities ultimately prevail in a given area.
- I don't think we can raise even 1/4 of a million even over three years. We just can't afford this.
- I know we have had a difficult time meeting our needs in the canvass. We will have to be very creative to run a successful capital campaign. I have no experience in this area.
- I think this is a very large commitment and perhaps not wise at this time.
- I will be on Standing Committee during this period of time, so expect to be supporting the Campaign in that capacity. With that involvement, I cannot commit to any committee volunteering or membership, though I otherwise would.
- It is important that we do something soon starting with Phase 1A or the most we can afford of it.
- It seems like you are organizing the renovation process very thoughtfully.
- Keep everyone in touch MORE
- My best hopes and wishes it will happen, despite my inability to help
- My contribution may need to come out of my pledge.
- no
- Not personally excited about this but feeling supportive of those who are more engaged and good office for Ellen and staff.
- Take into consideration all of our financial capabilities.
- Thank you for your time and effort on this.
- Thank you for the effort everyone has put in to have the dream come this far!
- We need clear objectives for each meeting and material in advance.
- We need feedback from everyone to move forward.
- You may want to have a discussion about naming rights--do the people who give large amounts get to name a room, specify its decoration, etc? I would be in favor of this but this may present a problem for some people.