

FIRST UNITARIAN UNIVERSALIST CHURCH
SAN DIEGO, CALIFORNIA

FINANCIAL FEASIBILITY STUDY

November, 2006



Larry Wheeler
UUA Fundraising Consultant

Assisted in the Interview Process by
Jeri Moulder

**FIRST UNITARIAN UNIVERSALIST CHURCH, SAN DIEGO, CA
FINANCIAL FEASIBILITY STUDY PARTICIPANTS**

The following people participated in the Financial Feasibility Study process, either being interviewed by the consultants in person, over the phone or completing a form on their own:

List is available from the church office. It is not posted on the web site to maintain confidentiality.

FINANCIAL FEASIBILITY STUDY REPORT FIRST UNITARIAN UNIVERSALIST CHURCH SAN DIEGO, CALIFORNIA

INTRODUCTION

This study was conducted at the request of the First Unitarian Universalist Church of San Diego, California. It is designed to determine the level of interest in and financial support for the congregation's proposed Capital Campaign to support a Campus Renovation Project, with the major emphasis on Bard Hall. A total of eighty-four (84) individual responses have been included in this report, totaling one hundred twenty-six (126) people. The interviews were mostly conducted in person by two UUA Fund Raising Consultants at the church. In addition, three were obtained via phone conversations and four donor units completed a form on their own.

The interview pool was chosen from a process designed to insure that a representative sample of the congregation is interviewed in a financial feasibility study. At least 15% of the congregation is targeted to be interviewed. The lead consultant worked with a small group of knowledgeable people to put together a group of approximately 95 donor units, knowing that personal decisions or scheduling conflicts never allow for everyone to be interviewed. A large portion of the leadership of a congregation is always included as a starting point to insure that the consultant has first hand knowledge of their level of support for the project. Beyond them, one looks to include long term and short term members, older and younger people, higher and lower donor units, very involved and not so involved people, RE parents, more single focus members (e.g. social justice, other program), and at least 2-3 units viewed as maybe not being very supportive of the project.

The First Unitarian Universalist Church Financial Feasibility Study sought to answer the following specific questions concerning a potential capital campaign:

- **What is the level of awareness in the congregation about the Campus Renovation Project?**
- **What is most important to the congregation about the Campus Renovation Project?**
- **What questions, if any, do people still have which need to be answered about the project?**
- **Do people believe that this project should be a high priority for the Congregation at this time, and if not, what do they think does deserve attention?**
- **What is a feasible financial goal to be raised over a three-year period to support such an effort?**

LEVEL OF AWARENESS

Of the participants in the survey, 74% indicated they were quite familiar with the proposed plan and believe they have been well informed of its progress, while 20% felt somewhat informed and 6% had little or no knowledge.

These responses are lower than the consultant normally sees, although some of this relates to this being a large congregation. Some people indicated they were aware of what was available but wanted to see more details before a campaign actually starts to help them better determine their level of financial support. Another group admitted that it was mostly their problem that they didn't know more – they were very aware of the Campus Renovation Team's efforts to make information available to them.

MOST IMPORTANT ASPECTS OF DOING THE CAMPUS RENOVATION PROJECT

The consultant asked the interviewees what was most important to them about doing the Campus Renovation Project and the listing of responses indicated 5 or more times is as follows:

48 – Bathrooms in Bard Hall	9 – Pre-School/playground spaces
44 – Bard Hall	7 – Bard Hall Sound System
35 – Deferred Maintenance	7 – Accessibility
22 – Bard Hall Kitchen	7 – New technology devices everywhere
20 – Size/quality/number of Meeting Rooms	6 – Administration Building
15 – Being a “Green” Project	5 – More parking spaces
15 – Memorial Wall & Garden	5 – Fixing all safety issues
14 – Entrance	5 – Suitable play area for children during coffee hour
10 – Signage/Attraction Elements	

Some relevant responses about the various elements include these:

- Bard Hall itself and its bathrooms and kitchen must be done
- The deferred maintenance/safety/code issues CANNOT wait any longer
- We need to agree on the kitchen design/food serving function
- We must have a more noticeable, welcoming and safer entrance to our campus:
- How about one “grand” entrance to the campus – not both sides of the Administration building
- Separate the parking lot entrance from the church entrance
- Have bell tower and/or flag poles with UU signage/flags, etc.
- Want it to be clear to those who drive/walk by that this is a religious campus
- Child safety is certainly an issue
- The case has yet to be made for the Administration Building – need a design and a better understanding for the need
- The people who want a “green project” feel strongly about this with the amount of their gifts depending on “green” being there. One specific comment: *“If it’s not green, the project won’t get any of my green”*
- Worry that the project plans might not include a contingency fee and that costs for furnishings are not included either -- and related, are the costs of any consultants shown included
- Some feel that the size of the Bard Hall bathrooms is not large enough – especially women asking for places to sit, place to hang clothes for changing, etc.
- Are there enough meeting spaces and storage areas in the design plans
- We need to update the look of our campus
- The Pre School should be asked to contribute to the costs of this effort
- How about being more friendly to bicycles – racks
- Do we have any asbestos issues and if so have we planned for the cost of handling them
- For a few , they still need to be convinced that anything more than deferred maintenance is necessary – and how this all ties together

- Some asked for overlays of the existing buildings to the proposed plan – on the display boards
- Why not using some of the flat spaces below the Meeting Hall for something
- Need to plan to do all of it, even if it is done in stages
- We need strong fiscal oversight to the effort – how are we paying the Project Manager and Architects? Is there motivation for them to finish the project quickly and efficiently?

(Note an appendix is attached to this report listing many more comments by the interviewees – the purpose being to both further inform the congregation and to help the Campus Renovation Team with their work)

The consultant then asked whether the Campus Renovation Project should be a high priority for the congregation today. Eighty (80) percent believe right now that this should be a high priority with another fourteen (14) percent answering that question in more of a yes-but manner with some hesitation/ambivalence. Four (4) percent indicate that this proposal is not their priority, while another two (2) percent were not yet prepared to commit themselves.

The 80% total in and of itself represents a strong vote towards moving forward, especially given that it obviously includes several people who only felt somewhat informed. When combined with the Yes-But category, which had no strong negatives, the total reaches 94%. The consultant believes that the congregation is ready to move forward, however, suggests that you cannot ignore those who still have some questions or concerns, who have not yet decided its priority or those for whom the proposal is not their priority. It is very important that you continue to work together as a community as you proceed in the months ahead.

A sampling of comments for each of the four positions includes:

Yes, high priority right now

- Yes, a high priority but so is getting our Associate Minister in place
- It's an embarrassment to have our campus in this condition – we wouldn't live like this in our homes
- If we don't do this all now, it can lead us into decline as current problems will only be compounded -- we need to be the church for the new people to come
- Arvid is correct about our campus being “the face we show to people”
- If we don't do it now it will cost that much more to do it later
- Especially because we can do it in a “green” manner
- I want to see this work – it's our first real challenge under our new governance model – how well we do with this will be a real bellwether for the next 20 years
- The right physical plant is necessary for us to move ahead with our social justice work

Yes, but with some hesitation/ambivalence

- I'm in favor if I can see that the congregation is in a good financial situation
- I understand the need for taking care of deferred maintenance but why haven't we been setting aside money for this annually AND then maintaining our facilities – want to be shown that this won't happen again
- I want us to carefully plan for the construction project to minimize program disruption
- Arvid's sermon – “the woods are on fire” – let's not let social justice suffer because of this
- I'll support it if others think it important but I think it's even more important to improve our inreach – too many people coming in the front door and quickly leaving via the back door
- Is this the time to do it given many new members coming in and not pledging or staying, drop in overall pledge units, etc. -- maybe we should fix this first?
- Should we have our Associate Minister position filled first
- I think that the new governance model and gaining stability are also important
- Can we do both this and start a new church in the southern part of the county
- I think parking is a more important problem

I'm not yet prepared to say

- We don't fully understand it yet – we need more details and rationale
- I don't know the pulse of the congregation

No, not a high priority

- I think this is getting a little carried away – I understand a little sprucing up, but this level of remodel is unnecessary
- We shouldn't put so much money into the physical plant – rather think community outreach
- It should be delayed until a year after the Associate Minister is in place
- The Campus Renovation Plan does not inspire me

FINANCIAL CAPACITY

On the basis of the responses to this survey instrument, it is feasible given the current situation, for the First Unitarian Universalist Church of San Diego to set a goal between \$2,300,000 and \$2,800,000 for this project, which is currently estimated at costing \$4,400,000.¹ These figures take into account that all interviewees were told that their projected capital gift should take into account that annual giving in support of the operating budget will clearly need to increase over the next several years. You cannot afford to have a successful capital campaign only to fall short on the annual giving -- that can cause many complications with your operating budget at a time when you can least afford it.

The range for the goal is arrived at by utilizing a quartile analysis of the donor units of the congregation based on their annual giving levels to the operating budget. Then the levels of support which the respondents indicate for the proposed project are compared to their annual giving levels, first by quartile and then adding them all together. A projection is then made for what the congregation as a whole might achieve.

This procedure is used in virtually all campaigns that UUA Campaign Consultants conduct. The most recent analysis of performance against consultant recommended goals was done for 30 campaigns. All of them raised levels that were above the low end of the range. Two-thirds of the congregations achieved or exceeded their goals and the one-third that did not, set goals at the top of or beyond the range recommended by the consultant. The objective is to set a goal that requires some stretching but can be met and hopefully exceeded. A congregation does not typically feel good about the results if they do not achieve the goal.

There is a strong possibility, however, that the funds raised can be at the high end of the range listed above or even go well beyond it if the following situations occur:

- 1. Many interviewees did not yet understand what it really would take in the way of gifts to fund such a project. The projected range of giving based on the 2006-7 annual giving of \$658,000 represents 3.5 to 4.3 times your annual giving, certainly heavily weighted by some larger gifts.**

It is not uncommon today in UU congregations for the membership to give an average of 3-6 times their total annual giving, with some going even higher. The consultant has recently participated in a campaign where they reached 10 times their annual giving! Please note above the highlighting of the word “average”. Not everyone will be able or willing to give 3-6 times their current annual giving levels over a three-year period. Thus to achieve the goal a congregation needs to have many who are willing to support a campaign with gifts well in excess of those levels. The consultant has experienced many campaigns that have produced individual gifts 10 to 40 times their annual gifts.

In your situation, it is the consultant's opinion that the potential clearly exists for several of those interviewed to move to still higher levels of giving once more details of the project are developed. The Campus Renovation Team needs to have a regular table for Coffee Hour with

¹ NOTE FROM THE GMT/CRT: A very preliminary set of cost estimates used to calculate this figure is attached at the end of Larry's report.

updated information as it is developed. They also need to continue to make regular use of the newsletter and have all of the information in a special section of the web site.

At the same time the consultant believes that both some of the interviewees and the congregation as a whole will react positively to the generosity shown by many of the other interviewees and this will favorably impact overall giving levels. You need as much money as you can possibly raise so that you can consider funding the rest with a manageable mortgage.

2. Other ways to impact your giving to a Capital Campaign include the following:
 - a. Having people understand that while the giving period for the Capital Campaign would be July, 2007 to June 30, 2010 – 3 fiscal years, that period of time represents 4 tax years. Further, given that your decision whether or not to proceed with a campaign will be made on December 10, that allows for advance gifts to be made before December 31 (a 5th tax year).
 - b. For those in the congregation aged 70 ½ or older, there is a new law in effect allowing them to transfer up to \$100,000 per year (in BOTH 2006 and 2007) from their IRA's to charities (the church included) AND AVOID THE TAXATION THAT NORMALLY WOULD OCCUR. This can potentially be a very good deal for those who it applies to. Advice about such giving should be sought from appropriate financial or legal advisors.
 - c. As the project moves further along, consider including “naming opportunities” as an integral part of the campaign. This is an excellent way to attract higher level giving. The consultant will be prepared to talk more about this if the December 10 vote authorizes a campaign.
3. There are many former members or friends of the Congregation, both within the area and now in other parts of the country that may well be open to considering a gift for the capital campaign, even though they are no longer contributing to the annual operating budget. Beyond this group there may be other individuals and organizations in the immediate geographical area that utilize your facilities and will want to help improve your campus and facilities. At the top of the list would, of course, be the Pre-School parents and organization. You ought to approach all that are appropriate to be contacted. Efforts with "alumni" and other “friends” can prove quite successful and strong efforts need to be placed with them.
4. Finally, you should continue your efforts to maximize local grant and gift opportunities. Again, many local UU related organizations and congregations may be quite open to helping your campaign to go over its goal, thus assisting your success. Take your story to all of them, as appropriate!

Of course, the funds raised by the capital campaign do not represent the total funds that can be pulled together for this project if the membership so chooses. Additional UUA sources potentially available to the congregation include:

- **UUA Building Loan Guarantee Program** -- The UUA will make available to a congregation that raises **at least three times** the level of its annual operating budget support, 50% of the original amount of a loan, up to a maximum guarantee of \$375,000, subject to certain guidelines.
- **UUA Building Loan Fund** -- The UUA is prepared to make commitments to a congregation which raises **at least three times** the level of its annual operating budget support, market rate loans from \$50,000 - \$750,000. The rate will be set at the time of closing and will be based on the 7-year Treasuries plus 2%.

(Copies of the details for the above programs are available from the Congregational Fundraising Services Director of the UUA (Wayne Clark) or from the UUA Web Site -- Programs and Services, Fund Raising. (The consultant strongly recommends that you complete a draft of the required forms according to the instructions and send them to Wayne Clark at the UUA immediately upon completion of the Capital Campaign so that he may start examining it and put you in a position for early approval for any of the program that you apply for. Approval from the UUA places you in a much stronger position in dealing with local banks. Wayne's e-mail is wclark@uua.org, his phone is (207)829-4550 and the link to the UUA website is: www.uua.org/cde/fundraising)

- **District Chalice Lighter Program** – The Pacific Southwest District's Chalice Lighter Program may well make an award to projects like yours and it should be checked into for your own eligibility. Don't delay in starting the process.
- **Mortgage** -- A mortgage may be utilized to extend the level of the project and the UUA's Guarantee Program can help in achieving more favorable terms on it with local banking sources. The UUA's topside limit on debt service as a percentage of the operating budget is 25%. Your Strategic Plan will need to reflect this.

CONCEPTUAL SUPPORT

There is a strong base of support for this project from most of the respondents in the study. Where support is not as strong or even somewhat negative at the moment, there is a clear opportunity to sway these people in the next few months. For this to occur, it will be necessary for the Campus Renovation Team and its Architect and Project Manager to quickly develop, with congregational input, additional details about the plans and share them with the congregation. The objective should be to have the entire congregation lined up to support this effort and ready to give generously to make it all happen. The Recommendations Section that follows offers several suggestions to help make this possible.

RECOMMENDATIONS

- 1. Immediately distribute this report in its entirety (printed front and back) to all members and active friends of the congregation. A good way to save postage is to distribute it at a Sunday Service with a check off list as to who picked one up and then mail the rest the next day.**
- 2. With the report include a cover letter indicating that the Generosity Ministry Team, the Campus Renovation Team, and the Board of Trustees have met together to study the report and are in agreement with the recommendations to the congregation based on the consultant's input. They should encourage the congregation to thoroughly read the report. They should also indicate the dates of the town meeting(s) or sessions being held to discuss the Financial Feasibility Study report and their recommendations. Further, they should explain what is expected to transpire at the December 10 planned Congregational Meeting. The consultant advises that the congregation not be rushed through this phase. Work to insure thorough discussion by the membership.**
- 3. Try very hard to keep an open process for communication. When in doubt, more communication than less should be the norm. This is particularly true for the leadership. *Finally, keep a good sense of humor. It will serve you well!***

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SAN DIEGO, CALIFORNIA
FINANCIAL FEASIBILITY STUDY SUMMARY REPORT
APPENDIX**

November, 2006

1. How long have you been a member or a friend of our Congregation?

15 -- 0 to 2 years	13 -- 16 to 20 years
11 -- 3 to 5 years	22 -- 21 to 30 years
27 -- 6 to 10 years	23 -- >30 years
15 -- 11 to 15 years	

2. What activities or programs of our Congregation are most important to you?

(Listed below are all those receiving 6 or more mentions)

77 -- Sunday Services	11 -- Couples groups/activities
36 -- Fellowship Events	11 -- Buddhist Sangha
35 -- RE Children/Youth	11 -- Neighborhood Groups
34 -- Social Justice	10 -- Earth Spirit
30 -- Choir/Music	10 -- Men's Groups
25 -- Covenant Groups	9 -- Adult RE
20 -- Active in Leadership	8 -- Denominational efforts
13 -- Women's groups/activities	7 -- Young Adult activities
	6 -- Volunteer Simplicity

3. Are you familiar with the Campus Renovation Project and the recent congregational vote approving it conceptually and authorizing this Financial Feasibility Study?

Yes 74% Somewhat 20% No 6%

4. Do you believe the Campus Renovation Project should be a high priority for our Congregation at this time? If not, what do you think deserves attention? Why?

Yes 80%
Yes, but with some hesitation/ambivalence 14%
Not yet sure 2%
No 4%

5. Take a few moments to consider your level of support for this project. Please indicate the range in which your gift might be found. This is NOT a commitment. Rather it is to help in our planning for an achievable goal.

Please keep in mind that when you make your actual commitment, you will have up to three fiscal (and four tax) years to fulfill it. This commitment will be in addition to your annual operating budget support. It is important for the health of the Congregation that your annual giving not be reduced to make your commitment to the project. In fact, as a group, you will need to have annual giving continue to grow.

# of Donor Units	
1	\$300,001 or more
0	\$200,001 to \$300,000
1	\$150,001 to \$200,000
1	\$100,001 to \$150,000
1	\$75,001 to \$100,000
2	\$50,001 to \$75,000
1	\$40,001 to \$50,000
1	\$30,001 to \$40,000
4	\$20,001 to \$30,000
3	\$15,001 to \$20,000
5	\$10,001 to \$15,000
6	\$7,501 to \$10,000
7	\$5,001 to \$ 7,500
17	\$3,001 to \$ 5,000
10	\$1,501 to \$ 3,000
7	\$1,001 to \$ 1,500
13	Up to \$1,000
2	Not yet able to state amount
2	At this time I do not see myself making a monetary gift to the capital campaign

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Compliments and Concerns

6. Do you have any compliments or concerns about our Congregation that you would like to have made known?

There are lots of very devoted people here
This is quite a diverse congregation – I like the mix of people
We need to better position ourselves to attract visitors
The Meeting hall is rather drab and needs some accent colors
The Men’s Fellowship is very important to me
This place allows “honesty” and that’s good
It was exciting to have 50 people join a few weeks ago
I love the glass doors to the Meeting House
The Memorial Wall is both beautiful and important to me
I hope we can keep Bard Hall as an art gallery
It’s great seeing many more people who are not gray headed
I think we’re gradually fostering a more open congregation, especially as relates to Gay/Lesbian/Bi-Sexual/Transgender (GLBT) people
I had hoped for an even more diverse congregation, but realistically, it’s probably a generation away
I’m feeling a bit alienated right now
We’re finally becoming more “business-like” about giving but too many people are giving too little
Too many people don’t seem to be really attached to this church
This is a place to be “devoted to” and I wish that more of us felt that way
I worry about bringing us ALL together around this Campus Renovation project – not just the “old guard”
I’m very hopeful about this church and its future
I believe that we can become much more community focused and a model for other UU churches to emulate
We have SO much potential
I hope that this process will help people to see that we want people’s input before we move ahead
I know a lot of people here but am not that much involved at the moment
Our church membership is so spread out geographically – it makes it much

more complicated to form “community”
This process will make us prouder of our church – with more ownership
I love this church although I’m not as involved as I was years ago
We have a strong community here
I love the multi-generational aspects of this church
We could do with more diversity and youth programming
I can’t imagine us being any other place – this is a SAFE place for our family – we’ve gotten a lot of support here
Young Adults with families don’t have appropriate planned activities – we should have more Young Adults than we do
We need to be more “evangelical” – let more people know we’re here
We’re always so busy-busy at this church – there doesn’t seem to be enough time or a way to get to know people in depth
I love the church – it’s a time for me to slow down and have some intellectual stimulation
We have some incredible workers here – e.g. the Rummage Sale
We need a better process to integrate new members – both financially and getting them involved and connected
There’s got to be a way to appeal to a more culturally-diverse audience
The general upkeep of our facilities is a concern
The church is great – lots of enthusiasm – people are attracted to our campus as a home away from home
We have a diverse congregation – hetero, GLBT, but not enough African-American folks
We should reach out to interracial couples
Today it’s much warmer and fuzzier yet still something of a stand-offish quality – but we’re working on it
We have lots of new members

FINANCIAL FEASIBILITY STUDY SUMMARY REPORT

APPENDIX

Compliments and Concerns

I'm snobby but our facilities are shabby – carpets filthy, furniture (much donated) old and tacky, and uncomfortable – it even smells old and dusty in places – I even stopped coming to a group meeting because it was held at the church – maybe we should have a “fix it day” just to take care of some of the short-term stuff

I have concerns that getting funds to undertake this project will be a big obstacle

People didn't even ask us for money the first year we joined – finally when we were asked, we were told that we could just give \$35

Our annual fund drive needs some work – we've got to be more directive

We're moving in good directions – people opening up to racial diversity, lots of “kick-in-the-butt” social justice-oriented people

There are no known concerns and so much I appreciate: I didn't know there was a religion like this – so thought provoking (stretching my mind), learning of other faith traditions

I like the variety of guest speakers

I like the open-inclusive atmosphere

I'm not as active today – I got out of the habit of coming during the Meeting House renovation when we were crowded into Bard Hall and I never really came back

I'm pleased that more effort is going into making us a more encompassing congregation

Parking is a problem and we need a solution

We've never utilized the canyon and the plateau – potential resources if we can come to consensus on how best use

We really need to use more modern technology – some older generation people not excited about this but it's our future

Signage is a struggle – we're not getting people's attention

Based on the last capital project I worry that the campus renovation effort won't be well coordinated – pieces of the pie will get attention but not the whole pie – all needs must be addressed

It's nice to be celebrating the resurgence of the congregation after Tom & Carolyn's leaving

I liked what Rev. Scotty McLennan said about needing to study more in depth – there's lots to be learned from the well-traveled paths

It seems like all year long it's fund raising, fund raising, fund raising – feels like that's all we care about

We don't have that big a “pledgable” program – if we want people to give more we need things like summer camps for kids. We can do social justice through lots of organizations in town – we need more programs to enrich ourselves if we want people to stay here

I'm really committed to this church so was really surprised when people dropped out during the Meeting House renovation and when we had Interim Ministers

People just don't realize that with their connection to this congregation goes the responsibility to support it financially. One-third of RE families do not pledge – how do they think we pay for staff and services

I have concerns about disproportionate financial support – some people not sharing in the financial responsibilities

There are some pretty narrow restrictions on Adult RE programs – i.e. no wine allowed, we've charged people to meet here and as a result they don't meet here any longer

This is a comfortable place – the people are friendly

I do feel something of a remoteness – people aren't really together

We have a bit of cliquishness – sometimes hard to break into existing circles – we don't do a good enough job in involving people in activities

I hope we'll do more outreach to attract new members and in so doing the web site needs to be improved

The men's and women's groups are important for many folks

There are so many wonderful people here who do so much for our community

I like that we've helped new congregations to get started

This is a pretty good and healthy congregation

I like everything here – this is my community

We love a “big” church

This is a very accepting group of people – non-judgmental

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Compliments and Concerns

There's a great opportunity here for personal growth
There is such a diversity of options of what you can be involved in here
Why have people dropped away from here – has anyone investigated this
I'm happy here
We seem to get people to come and join but can't seem to retain them
There are lots of great people here
This place is the main element in our lives
I have concerns about getting more people involved beyond Sunday morning – especially younger, newer, RE parents, and youth
I'm impressed with how generous our people are with their time
Maybe we actually try to do too much – burnout
It seems like families aren't really a full part of the congregation – and that doesn't feel good – e.g. RE had an open house 2 years ago and the service ran late and because of that hardly anyone came – it was very disappointing to the RE people
There is a tremendous effort to try to meet family needs -- RE, family activities, etc.
I'd like to see more Young Adults in our community
I gave lots of my time to the Meeting House renovation project and don't feel good about how the whole project went
I have misgivings about the congregation's willingness to take care of its facilities
There are lots of vocal members who don't always follow-through on what they said they'd do – I still haven't forgotten some of those who allowed the mistakes to happen on the Meeting House renovation
I'm not willing to put a lot of my time into future projects here
The church is not currently high enough on my priority list to get me to do more but I hope that will change
How can we be more welcoming to newcomers given the campus layout
This place and its people are our passion

We need a strengthening of the membership – newcomers, people falling away, non-pledging people, and a monitoring system for people fulfilling gift commitments
We need even more programming here – it makes a difference
I hope we can attract more younger people
There is something of a disconnect with Young Adult and Coming of Age groups
I hope we'll work more on intergenerational activities/efforts
We have too many maintenance issues – we need to fix them NOW
I feel increased participation/energy flowing through the congregation – the ministers, staff, leadership and membership
This feels like our home
We want people to be comfortable here and we need to renovate our facilities for that to really happen
I hope we learned from our mistakes with the Meeting House renovation
We have some apathy on the part of our people on openly registering their opinions
This place is kind of “white” – Lake Wobegon, but we're working on it
I'm amazed at how “tight” the congregation is – hard to break into, but once you're “in” you start meeting lots of people – with lot's of networking going on
For a non-creedal group, we are a focused, loving group of people – the force pulling us together is community and love
This is a gorgeous campus that I'd love to see spruced up
I want to increase the diversity of this community, but it's only happening very slowly
People who take on responsibilities here really work hard – I am concerned about burn out – we need to recruit more volunteers
This is a wonderful congregation – my home – it almost feels like I've “grown up” here – I appreciate its vision, principles, and all the activities/different ideas
It seems like we don't plan ahead for routine maintenance and then we're taken by surprise – there needs to be an ongoing fund for this

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I hope we've learned from the Meeting Hall renovation disaster and will not repeat our mistakes

Our intentions are really good here

I have concerns about disruptions – we've had so much trauma lately and construction will be even more – people are getting overwhelmed – and I don't want to lose people over all of this

I like the congregation – a very diverse group with lots of different interests

The congregation has been very supportive of me

Churches grow when they take on a big building project so I know it will all work out fine

This church is full of cliques – it's amazing how many things I've volunteered for and never been contacted to actually do them – if you're not part of the "in" group you're often not included

This is not democratic institution – we don't get to vote directly for people – they're picked by a committee

We're a very active church

It's important to get new members involved – to make them feel important and appreciated

In the past 2-3 years, we have not attended church as often as before because of increased weekend activities (work/travel/etc.) and the two of us are still not fully transitioned from Tom & Carolyn to the new ministers

So many people have a deep love of this congregation – it's their home – spiritually, socially and volunteer-wise

There are so many people who give so much of their gifts to the congregation – money, time and knowledge

I'd like to see the library better developed/utilized

We should have a nest egg in our budget for building maintenance

This is remarkable group of people – action people and very giving people

We all want the campus to look good and thrive – we have big dreams

Not everyone is contributing financially

There are lots of outstanding people – Music Committee, RE folks, Men's Group (significant impact on many men)

Gays and Lesbians were a separate group – now just an integrated part

I'm impressed that the Meeting House renovation was done promptly and paid for

The Campus Renovation Project presentation by the architect was outstanding

I'm amazed that our buildings have lasted as well as they have

I think that most people are willing to dig deep to accomplish this

Things are looking up and I have no real concerns

I like the diversity here

There's not a rigidity to the different cultures being brought into the service

I was looking for a place to be challenged intellectually and spiritually and I found it here

I think our congregation is great in that it is concerned, caring, intelligent and of high character

I continue to see institutional bias against using business and financial resources in the congregation as volunteers in ways that could greatly benefit the church management

We both love this church so much

I see more diversity here but would like to see even more

We met here so this is a special place for us

I've seen us making progress here with diversity – but it's slower than it should be

There's lots going on here and we come here 2-3 nights a week

It feels good to be part of a community that shares my beliefs and concerns

It's very rewarding to being this spiritual community

We have people working together on issues despite very different religious beliefs

We're overly dependent on the parking lot – need to wean ourselves from it – increase our annual giving levels and then don't touch the parking lot funds

There is the potential for us to try to "intellectualize" everything

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Glad to be seeing more younger members

Many UUs are pretty naive – put too much energy into non-productive activities – I’d like to see us concentrate on actions that will truly bring about change (and not just TALK about change)

Many people look down their noses at those of us who run our own businesses – we should be supporting each other business-wise – maybe a UU business directory – either this church or the cluster of churches

The sound system in the Meeting House is awful

There’s no sound in the Crying Room so need to have the door open

There wasn’t enough room for a wheel chair inside the Meeting House and the outside access is not convenient – minimally need better signage

We need more handrails in the Meeting House – many people can’t comfortably walk down the aisles

We need to be much more inclusive

This is a wonderful community

There’s lots of commitment from this church community

There is a great mix and quality to our programming

We’re not as generous financially as we can and NEED to be

I’ve missed the use of the Bard Hall lounge (and it looks bad)

I’d like to see more congregation-wide multi-generational service opportunities

Our welcoming of new people has gone downhill – I think we can do better

I like that the church is growing and that there is a wider diversity in ages here right now and that we’re trying to be more welcoming to more different kinds of people

I am concerned about why we have so many people who are not pledging

I like our sense of community

I think we “walk our talk” here

This is a great community – it’s like my family – in fact, even closer relationships than with my family

This a very open and inclusive community – not lots of jockeying for power

Today we seem to have fewer people with higher incomes/assets – will that hurt a capital campaign

There is a difficulty in maintaining personal connections in a large church – we should all wear name tags – Arvid is working on this but the whole congregation needs to get behind this effort

I want us to be witnesses for sustainability & environmental stewardship

I good strong congregation – we’re growing in the right directions

A wonderful place

It’s been an adjustment for me to incorporate the emotional and spiritual with the intellectual

We need to reach out to people of color and explain who we are

I’ve learned a lot since I came here

This congregation had the strength to “hang in” there through all the turmoil of the past few years

We have an amazing group of people here

This is a wonderful congregation – we’ve gone through a difficult Interim situation but people are positive, committed and hard working

I’m a loner in a lot of ways – don’t have a need to connect with groups

I enjoy worship and miss it when I have to work

I appreciate that this church is here

I have a good feeling being here – real sense of community – I come to give and receive

Amazing church of dedicated people – wish we could give more financially

This is home for me – I grew up here – lots of warm and capable people here

I question how much growth we can handle – it often feels like we are bursting at the seams

I’m a little unsure about Unitarian Universalism – there’s just not enough spirituality

We have so many great people here – most of my friends are here

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The Preschool is so expensive – we can't afford it for our children – I have conflicting emotions but think they should pay for work done to their own structures/areas

This church has a commitment to listening to people

It's a large church and sometimes confusing

I still struggle with why I still come to this church – I stay because it should be possible to make things different here – based on what people say & I'm stubborn

There's a big divide between the older community here and younger people

We talk about diversity – it's hard to be “economically challenged” and I always cringe when finances are brought up – it seems that the people who are leaders and have the “power” are those who also have the money and this seems to contradict our spoken values of honoring diversity

It was embarrassing to host the UUA President's Council dinner in Bard Hall – uncomfortable chairs, noise, generally shabby look to the place

The congregation is aging and we don't see us attracting new/young people to replace us

We're not visionary enough – need to look at the big picture

We don't really know who our people are – need to dig deeper and listen – the talent and resources are here but we don't know where they are

We need to take advantage of some of the talent that's here and working in the corporate world -- they can help us in running the church – it's a big operation

This has been a great journey coming here – the potential that exists here is unlimited

I drive a long way to come here because I care deeply about this place and feel warm and fuzzy about almost everything here

I like the Covenant Groups – a great way to meet people – I would like to have more “discussion” time in the group

When I got here I was newly divorced and became a part of the UU Singles Group and it was very helpful to me

I'd like even more social options

We have so many activities here but I mostly choose not to participate because of lack of child care

I love Dining for Dollars – from that experience with other families we've been invited to other activities outside the church

We feel accepted here as a lesbian couple

The greater San Diego TV ad was disappointing – we should work to emphasize our seven principles

This is my spiritual home – I love it here and like the activities and programs

This is a good group of people

I would like to see more diversity here

I want us to accomplish more of our mission as a church

It's our spiritual home – we love it here – the people and place are very important to us

Great place – we've made lots of good friends over the years

Because of personal reasons we had to drop out for a year – they only people who called were asking us for money

I love that we're doing intergenerational gatherings -- it was so important in my childhood

The congregation is going in a great direction

I'm so happy with everything it's hard to express a concern

The Meeting House renovation effort didn't feel good to me because of the way it happened and I was treated – so much so that we pulled away (volunteer and financial) – we were really turned off

We're still trying to figure out what kind of a community this is – sometimes a cohesiveness is missing

Despite our many years here we don't really feel integrated into the community – almost seems like we're outsiders

As we decreased our involvement we were quickly forgotten

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When we had a business problem we wrote a letter to the church saying that we would need to cancel our pledge – there was no response – later when we tried to vote at a congregational meeting we found out that we had been pulled off the membership rolls – but no one had indicated it had happened

This has never been my community – only a spiritual/religious touchstone – have never really connected with people who are part of my inner circle of friends – I used to be very involved to the neglect of my family

In the past our attitude was to do anything to keep the institution going – now it seems to be to develop the wholeness of the individuals and I hope that will foster a healthier place

I don't seem to find much time to be here

I love Arvid – he's an articulate/warm person -- we are lucky to have him – a wonderful speaker and participant in any conversation (real depth and insight)

Arvid gets me here on Sunday, but overall the worship experience is pathetic – music: yet another funeral dirge – we're missing a sense of “joyful celebration”

I know people who do not come because of the music – the Music Director has offended and hurt many of our musicians by “forbidding” certain things

The staff is taking on jobs that the members used to do – people are feeling displaced

Some staff members don't have enough connection to the church

We have to find a balance between efficiency and letting things slide

The campus is not being kept up – concerned about an outside contractor being responsible for day to day buildings/grounds issues

I'm concerned about fiscal oversight

Arvid is doing a great job

The Interim Ministers were pretty dreadful

We love our new minister

Something doesn't work for me in the Sunday Service – too much liturgy and it doesn't create a cohesive safe place and there's hardly any time for the sermon which is the “meat” in my opinion – I feel like an observer and not a participant

I like that Suzette is here – her energy is a lovely thing to encounter on Sunday mornings – her body and attitude speak of diversity and welcome

I'm concerned that the new turquoise hymn book is off-putting – it draws me into my brain and out of my spirit and makes me feel inadequate – bring back Songs of Grace

I so sorry about Marjorie

I love Arvid's sermons

I liked Tom's sermons better

Arvid has more of a spiritual approach that reaches to a wider group of people

What is Arvid doing to campaign for more diversity here

I like the ministers

With Arvid and Julie, things were coming together – the timing is very sad with Marjorie not coming – this congregation was desperate for her leadership

We feel lucky to have gotten to know Arvid and Sonya

I like the way that Arvid has assimilated into the church community

We're lucky to have Ken and Liz on staff

Our morale will be affected by losing Marjorie

We need to make it a priority to get a settled Associate Minister

Arvid is a great leader – very gifted person in many areas – a “smorgasbord” of skills

We need more variety in our music – doesn't appeal to younger people

The Ministry Team, headed by Arvid is doing a superb job

I'm sorry it didn't work out with Marjorie

I like the “greeting your neighbor” portion of the service and want some kind of joys and concerns

I have no unhappiness about the staff

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The two years of “Interim Hell” were unbelievable

I love Arvid and enjoy working with him – if he had a Fan Club I’d be the first to join

The sermons are fantastic

We’ve not been paying enough attention to youth and young adults – new staff will help with this

There are lots of egos and politics going on here – much more than any non profit I’ve been involved in – people not adapting to our Administrator, who is not a people person, but who’s fantastic at getting things done in a very professional way

The Interfaith service was very good -- hopefully we’ll work to have more intersection with other faith communities

Worship services are of good quality

I’m sorry about the Associate Minister situation but see no reason for it impacting a Capital Campaign decision

We have a great Lead Minister

On average I don’t think that our Sunday Services have been as stimulating as they were up until a year or so before Tom & Carolyn left

Our sermons and music are great

It’s very important for the congregation to feel confident that our ministry situation will be quickly settled

I’m pretty preoccupied thinking about Marjorie right now

Arvid is a blessing

Arvid’s ministry – getting better and better – his integrity, honesty and way of being a ministry

We have a superb staff

I struggled at the beginning with the “distance” between us and the staff, but have come to believe that it’s so right

We now have many more people on staff who can be helpful to us

We don’t have enough musical variety in our worship services – need more than just classical

Overall the worship services are wonderful

Arvid’s decision to come here!

The Interim process ahead of Arvid was so painful

I’m so glad we’ve gone back to the Intern Program

I love Arvid’s services

Arvid has been a wonderful addition

I like Arvid’s leadership

I’m just glad that we survived the Interim ministries

Arvid has settled in nicely – people like him and we’re growing again

I like the way the rest of the staff has come together under Thelest’s leadership

I like it that Arvid has made the word “God” OK to use here

I enormously look forward to Sunday services

Arvid is good

I’m glad to have Arvid talking about a positive focus as we look at problems in the world – rather than being negative in the approach

Arvid is a great preacher and pastor – not yet sure about his administrative skills

I’m not comfortable with the staff – I don’t know who’s who anymore

Some people are upset about “all the changes” going on

I’d really like us to have a Youth Minister/Director

We’re going through major reorganization – it’s a bit confusing but a big step forward

Our minister is good and so is the ministerial staff

Arvid’s leadership is superb – the congregation has a winner in him – very competent

We need to support Arvid – he will attract people to the congregation

Arvid is rapidly becoming a community leader

I like the direction that Arvid is heading

Arvid is great but overworked

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Arvid did a “Values” sermon a while back – talked about how people spend thousands of dollars to remodel their kitchens. He encouraged the congregation to think about where our values are and that he hoped that we would work to raise money to give away to worthy organizations. The size of this project feels much like individuals “spending thousands of dollars” on remodeling their kitchens. Are we really thinking of our values if we undertake such a project?

It’s an entirely different decision to enter the Administration Building today than it used to be – not as friendly an atmosphere

I don’t like being told that we are to utilize e-mail to express concerns to the staff versus being able to come in and talking face to face about the concerns

I was pleasantly surprised that the office staff was involved in the Rummage Sale

Arvid’s sermons do not inspire me so I come on Sunday when Arvid is not speaking

I really like the choir’s music

In choosing Marjorie Bowens –Wheatley, we took a solid step toward more diversity

Over the years we have helped to seed new churches and I hope that we will do one more to the south

Arvid has made a huge impact here

I’m really happy with Arvid

I’m really impressed with what Thelest has done

I’m glad that Tom & Carolyn are gone

Arvid is trying to make us a more welcoming congregation – we don’t do a very good job of it and we should

I really appreciate that both services are being treated equally

My commitment is less since Tom & Carolyn have left

I’m concerned that our newly-called Associate Minister is ill

The music is fabulous – it’s important to find time to sit quietly – I like the meditation

I have some difficulty with the focus of the music – I don’t like “X-Ray Robinson” – he’s just not a good musician, but white liberal folks do seem to like him

I don’t like it that the choir is only at first service – it should be switched back and forth

Thelest is terrific and has exceeded my expectations

Arvid has done a great job

We’ve settled into a nice groove with Arvid after a few years of crazy turmoil. Our “radical” interims stirred up the pot

I’m sorry that Marjorie is not coming

Arvid has turned things around – yes, we’re still struggling with past wounds but he is the right person at the right time

We need to work on the relationships between current staff and the congregation – they are all new connections

We need a balance between our ministers – the organizational, intellectual and warm-fuzzy – a concern and a need

I miss Tom’s ability to really connect deeply with people

There’s so much energy in this congregation – e.g. the Rummage Sale

The current process of putting together the newsletter: all automated and efficient and business like, but dehumanized

When we submit an article for the newsletter we receive an “auto-response” – can’t we at least have a name/contact on the response

I really like Arvid – he’s a good speaker although not as involved in the church as Tom was

Jim, out bookkeeper is really nice

James is nice to work with

The new staff seem difficult to work with – it feels like what they want are volunteers out of and away from them – they have a more corporate “May I help you” attitude compared to the old staff who would bend over backwards to help you

I really like the music program

I’d like to see more lay people involved in the services

I’d shorten the announcements or change the spiel to welcome people

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The sermons are good – we really like Arvid
It's been a tough transition, but administration is running much better and being done much more professionally
People should feel they are entering a place of worship when they set foot in the Meeting House
Arvid is an excellent speaker – good/intelligent sermons
It's unfortunate that Marjorie won't be coming – do we need to get that settled before doing anything else
Excellent music program, director and concert series
I like the lead singer for the hymns
There is a Caring committee but in my experience, no one visited me at home during a long convalescence and there was only a 10 minute visit at the hospital – I didn't really need it but I hope that those who do get the attention
I like our Intern program
Arvid is doing a great job – he's made a real difference
I'm delighted with the entire staff
We love Arvid and his sermons
We're so sorry about Marjorie and that she can't come
Arvid is terrific
Ken Herman is outstanding
This is a strong staff overall
There is a real quality to our Sunday Services – it's clear they are carefully planned
Our children are held in high esteem, particularly in the services
I worry about our ministerial support
How much wear and tear can Arvid take
Both staff and lay leadership have worked so hard to make this church work
We have really been hurting waiting for our Associate Minister to come
The process around our Interim Ministers was painful

It took us a long time to get Arvid here – I didn't like the UUA process – we should have been able to do it the way we wanted and compensate as we so chose – where was congregational polity
We have a fantastic minister
I like the fact that Arvid is helping us to attract new people
The Interim period was awful
Ken does a wonderful job
How will we fill the Associate Minister position
Arvid is the most incredible minister
I'm really concerned about the Associate Minister position – I really want someone who will offset who Arvid is
It's been nice to finally have a settled minister and getting to know Arvid – we're happy with things
I loved Tom and Carolyn AND I love Arvid
I'm very pleased with our current minister and our Inreach Coordinator – lots of new members
Arvid is breathing new life into the congregation
We have excellent programs – music top quality along with the theater groups
We now have a Young Adult Coordinator – this group is a “hole” for us and we hope that it will now change
Not happy that Tom and Carolyn left but we're lucky with Arvid
I'm sorry that our Associate Minister's health problem will preclude her from coming
We've had a very difficult transition period – renovation, new minister, new organizational model that's creating unrest, etc.
It's great that Arvid is here – the Search Committee did a great job
I like Arvid – he's a realist
Arvid is a good teaching minister
I like our Inreach programs
I'm glad that we have added Young Adult Staff for younger young adults

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We needed information from the staff and it took 12 phone calls and one e-mail to get our answer – too much lag time/effort

Arvid's ministry is really wonderful

I'm terrifically impressed with Arvid's sermons

Arvid is wonderful

Jim Grant has been a "God-send"

Lots of staff changes – I don't really know them – let's have an event where we can meet the staff

Need to take a close look at our music – think we need to have a much greater variety to attract different groups of people

I'm happy with Arvid and sorry that Marjorie won't be able to come – what do we do now

I worry that our Inreach ministry isn't doing enough – we wish we could make it easier for more people to get integrated into the community

I like the Adult RE program – so many groups for people to get involved with

The staff seems to be settling down (we've had lots of turnover) – concern that it's more professional, less family-like with rules being established with no negotiation

I'd like to see the youth get a lot more support – both the kids and the adults who work with them

Liz Jones is excellent

Evening child-care – we did have it for a while so that mothers could get together but it's not available any more

I can't figure out whether our youth are "empowered" or used – e.g. at the Halloween Party they were expected to attend and work

RE is great but too often families are hurting and we don't know it until after the fact

Liz has made a strong contribution over the years

I'm grateful for my daughter's involvement in RE – OWL, Coming of Age, etc. but there's not enough music in the RE program

Liz's devotion to RE makes a real difference

I want to have more/better Jr Hi/Sr Hi programming

We have a good RE program

I'm concerned about our youth – need a wider variety of opportunities for them

I'm supportive of our Board's leadership

I'm glad that we're going through this Campus Renovation process so systematically and thoughtfully

There are many outstanding lay leaders here – especially John Holl and Ed Law

I believe in the lay leadership of the congregation

We made a donation in December, 2005 to support the initial funding for the Campus Renovation Project and received no acknowledgement of it/thank you until October, 2006

How well are we managing the resources we already have

I want to see us continue to move toward policy governance but also work about it – not everyone likes or understands what's going on with it – it's a good thing we're taking our time with it

The church was lay led run for a long time. We changed to a policy governance/CEO approach at the same time that Arvid arrived – *but actually this was a Board-made decision two years before*

I have not been supportive of the change in governance, although policy governance does make it much easier to make decisions

This has been a painful process for many of the older/long-term members as we have gone through the change in the governance model

Policy governance seems to be working pretty well

The Board is doing a great job

I'm pleased to have gone into our new governance process – we need the big church model

We've had a history of promoting people into leadership positions without respect to their financial support (relative to their abilities)

I appreciate all the work that Rita Morgan has put into planned giving

I like the direction we're taking in approaching this capital campaign process

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The priorities for the past Capital Campaign were not carried out – who will monitor this one

Policy Governance feels like nobody is “in charge of the house”

Feels like our management of this operation is a little loose

Much of the congregation (especially newer members) doesn't understand what's going on re policy governance

I don't see policy governance working

I'm concerned about the congregational reaction to the change to policy governance

I had some frustration with the shift to the policy governance process but am now feeling somewhat better about it

Our current Church President does not have a good understanding of our history and its impact on us today

I sometimes feel that the Board is not supportive of church groups that are meeting here in that they charge them for room usage – almost as much as they charge to outside groups

I appreciate all of the lay leadership that are pulling the Campus Renovation project together

I believe (and hope) that the church leadership is taking seriously the problems with the Meeting House renovation project – and we won't see a repeat

There's good vision from our leadership in leading us to this Campus Renovation Project

Sometimes we are too timid in asking people to fill volunteer positions – we just “hint” about what the scope of the work

I'm concerned about our New Member process – gaining their financial commitment

I want us to develop a well organized communications plan for urgent members – phone tree or e-mail alert – long-time member recently died and the Memorial Service was held during the week and lots of people didn't find out until the next Sunday – would have come to the service

I really don't get Policy Governance

The Campus Renovation Team was an “invited” group and there wasn't much openness to giving them inputs

I think that we were much more open before changing our governance model – maybe we're getting too big and too corporate

I think we're transitioning well into becoming a “corporate” church – I like this model and not having the Board micro managing

If a church group requests the parking lot be closed for an event, they have to pay for it – don't agree

I don't like us doing fundraising efforts to balance the operating budget – the big Rummage Sale should be dedicated to a particular project outside the operating budget

There are too many people on the Board

We have really good lay leadership

UUs are very independent people and have had bad experiences with authoritarian leadership, and we're quite leery about any hints of this – that said I think the church is well run

There's an “unequalness” to of people sharing the workload

40% of new members appear to not be pledging – who is evaluating this/coming up with a way to fix

Lots of people got lost during our recent hard times and no one has reached out to them – we need to do a better job with this

I'm very excited about Ministry Teams and the Ministry Council – they will do powerful things for communications within the congregation

Volunteers here are fantastic and we're getting better at integrating new people

We need to put money into advertising and public relations so we can attract newcomers -- we don't market ourselves well to the younger audience – we need more clapping, singing, more uplifting/less boring worship experiences – we're way to reserved and too “old fogeyish”

Why was so much money poured into the Meeting Hall when there was so much deferred maintenance needed – are we planning better on this project

There seems to be a core group of people doing all of the work – why are others not being tapped to help

We've had lots of good Social Justice speakers

I think we're really making progress with the anti-racism movement

I'm looking forward to us finding a new Associate Minister that can focus

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on social justice

If we update our campus and really get social justice efforts going, we can really become a completely different church

We need to deal more effectively with our institutional racism

I'm disappointed that there is nothing that shows we're a Welcoming Congregation – signage, flag/banner, in newsletter, Sunday Order of Service, etc. and hope we can fix this

The Welcoming Congregation table only happens if a GLBT person does it

This is the first place that I could be totally safe as a lesbian and I really appreciate that

I'm pleased to see our increased involvement in the community – the Empowered organization structure has enabled that to happen more easily

It's nice to be part of a "Welcoming Congregation"

I'd like to see more Social Justice opportunities

We sometimes spread ourselves too thin with social outreach efforts – I'd like to see us get together with more emphasis on fewer issues

Some concerns about the Social Justice Group – have caused problems re space and parking charges

Journey Toward Wholeness is available to everyone but it's always the same people

We have such potential for social justice work

7. Do you have a will? (Didn't get to ask all people this question)

Yes: 83 No: 26

Have you, or might you consider including the Congregation in your estate planning?

42 Yes, I have included First UU in my estate planning.

29 Yes, I will consider including First UU in my estate planning in the future.

26 No, First UU is not part of my estate planning; nor do I anticipate it in the future.

(Appropriate information will be shared with the Planned Giving Chair)

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Appendix – Additional Comments which might be helpful to the Campus Renovation Team

- What assessment work re our buildings has already been done by architects, CRT, etc
- Should be LEED certified
- How about a dance floor in Bard Hall (floating)
- Padded chairs for Bard Hall
- More archival space
- Keep Bard Hall as an Art Gallery
- Update our 60's look
- Need more meeting spaces for 50 people
- Is the Family restroom meant as the new changing room
- Do we have adequate insurance re “replacement costs” if a fire, etc.
- Expand the Music Office
- Please take a serious look at Solar
- Want better continuity in the outdoors part of campus
- Can some of our own architects be helpful to the CRT
- What happens to current “named” rooms
- What about the Library, UUWF things in Horton Room, etc.
- Concern about big Dumpsters – stick out into drive a bit
- Why not have the Bard Hall storage area be outside the building – same location but hole in wall and outside
- Do lots of research on the serving line
- Do we have enough shelter space outside Bard Hall if it rains
- Have “policy votes” been thrown out – staff can make decisions it wants re spaces
- We need a definite entrance – not having newcomers GUESS where to go
- Need more rational for the Foyer
- Can anything more be done re the Choir Loft
- Why no bathrooms in the Meeting House
- Is it a warming or cooking kitchen
- Have our staff and the Pre-School staff been consulted about all of this
- Why not a second story on Bard Hall
- Can we live with the smaller kitchen
- Increase energy efficiency
- More sculpture pieces outside
- I'm a short person – can't reach anything in the kitchen
- Campus Security
- Chapel drapes falling apart
- Need a second lounge
- Kitchen needs a push-through dishwasher
- Better use of natural light

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**First Unitarian Universalist Church of San Diego
Long Range Campus Renovation
Preliminary Cost Estimates (with contingency factors)
October 2006**

*Prepared by the Campus Renovation Team with help from our project
management consultant, Matthew Boomhower*

In order to serve the mission of First Church in the first half of the 21st century, the following areas have been identified to be in need of major renovation. *These figures are **PRELIMINARY COST ESTIMATES ONLY***. Specific items may change or be combined in different configurations as the proposal develops.

- **Bard Hall**—total restoration and enlargement of restrooms including an additional family rest room/bridal prep room; renovation of kitchen with the addition of separated serving area; replacement of out dated/poorly functioning heating, electrical, and plumbing; modernization of upper meeting rooms and music office; more functional alignment of lounge and lower meeting room, addition of welcoming atrium; and environmentally friendly ventilation and energy management. Estimated cost: **\$1,750,000***
- **Administration Building**—reconfiguration of offices to increase space for ministry and support staff; addition of rest room; and improved security. Estimated cost: **\$540,000****
- **Patio upper and lower**—redesign of access to Bard Hall on upper level, reworking of handicapped access ramp to lower patio to comply with American Disabilities standards, replacement of deteriorated portico attached to Meeting house; addition of new Memorial/Meditation Garden to supplement fully subscribed Memorial Wall; improved access for disabled to Meeting House; and realignment of Church entry from parking lot to provide safer access for children and to provide more campus recognition. Estimated cost **\$760,000****
- **Preschool/Religious Education Building/Meeting House/General Campus – Deferred Maintenance**—reconditioning play areas to comply with California state codes, landscaping (parking lot & canyon edge), RE & Preschool interior finishes, RE & Preschool roof repairs, Meeting House breezeway repair/replacement, Chapel window frame repair, upgrade sewer & storm water drainage (compliance with Clean Water Act), signage, code & safety upgrades. Estimated Costs: **\$890,000****
- **Design, Permits, Fees, Insurance - \$460,000****

Total: \$4,400,000.

* cost estimated from Conceptual Design; subject to modification after Congregational input and Final Design.

** early estimate based on preliminary estimates; subject to change following more focused information.