

**Report on Capital Campaign Financial Feasibility Study
for the Conejo Valley Unitarian Universalist Fellowship**

I. Summary

The Conejo Valley Unitarian Universalist Fellowship in Newbury Park, California (CVUUF) engaged Kay Crider of Stewardship for Us to conduct a financial feasibility study and to determine the readiness of the congregation to conduct a successful capital campaign. The focus of the campaign would be to own the portion of the fellowship's campus that houses the fellowship hall, lifespan religious education space, conference room, staff offices and kitchen ("Fellowship Building"), as well as to pay back deferred rent on the fellowship's Sanctuary Building. CVUUF hopes to undertake a campaign soon in order to reduce its percentage of the budget spent on facilities, eliminate deficit spending and allocate more of the budget for programs and ministries.

This study estimates how much money is likely to be raised in a capital campaign to fund renovations and it summarizes other important feedback about the congregation from its members.

The study results are based largely on data collected during one-on-one confidential interviews with 50 individuals from 35 households. Information was obtained from 24% of 145 households who pledged for the 2017-18 congregation year. These survey results include 4 households that participated in interviews electronically.

The results of the financial feasibility study are generally positive and show:

- CVUUF should be able to raise approximately \$700,000 to \$725,000.
- A stretch campaign goal would be \$775,000.
- There is willingness and capacity for additional giving from 12 households that participated in the survey who indicated a variety of reasons they might give more: possible improvement in their finances due to job additions or changes, if others were making stretch gifts, if the stock market increases and/or if the congregation was close to its goal.
- This projection assumes a three-year capital campaign beginning in 2018 with a few households requesting five years to pay their pledge.
- 98% of the households interviewed are supportive of the project overall, and 91% of the households interviewed indicated they intend to contribute financially to the campaign, with 86% of households indicating an amount that they would likely contribute. Some households expressed concern over issues such as timing, donor fatigue based on the building purchase a decade ago, and current investment in the sanctuary building.

**Report on Financial Feasibility Study for CVUUF
February 2018**

II. Background and Methodology

A. Background

CVUUF is a close-knit, low conflict, covenantal congregation with inspiring and highly motivated lay leaders and a talented, beloved settled minister. Study participants were very complimentary of the dedication of the many engaged volunteers who help CVUUF live out your mission. The congregation has done detailed, thoughtful and valuable work to get to this point in your planning process, with investigation and consideration of various scenarios and exploring the feasibility of a successful capital campaign as your best option.

B. Methodology

The financial feasibility study included confidential interviews of a sample of congregants representing 24% of pledging households in order to extrapolate capital gifts for the entire congregation. In the 2017 annual giving drive to support the 2017-18 programs and operating budget, 145 households provided financial support.

Thirty-five households totaling 50 individuals were represented in the study. The interviews were conducted on site, in person from January 25-28, 2018, with a few interviews conducted via video or electronically in the week prior to and following the site visit. A large portion of the lead contributors to the annual giving drive was included, as these individuals are often major contributors to a capital campaign. Beyond these households, the study included a sample of the entire congregation based on age, gender, annual financial contribution, length of time in the congregation, having children and/or youth in religious exploration, and involvement in different program areas. Overall, the households interviewed contributed 56% of the pledges for the 2017-18 congregation year.

A set of interview questions was developed and used for all interviews to ensure that a standard set of data was collected. When a couple was interviewed together, the views of each person were recorded separately. The interviews covered the following topics:

- Length of association with the congregation
- Listing of top programs, activities and strengths of the congregation
- Vision for the future of the congregation
- Familiarity with and priority of the proposed campaign
- Any compliments or concerns about the proposed campaign or the congregation
- Likely financial contribution to a capital campaign
- Willingness to help out with some aspect of a capital campaign
- Planned giving and interest in including the congregation in their estate plans.

Data from the interviews was analyzed taking into account the qualitative information to determine intellectual and emotional support for the capital campaign as well as the financial data to calculate the amount of money that may be raised in the campaign.

III. Findings

The survey questions were designed to identify the characteristics of the people interviewed, their connection to the congregation, their knowledge of and engagement around the proposed project, and their capacity and willingness to support it with their time, talent and treasure.

A. Length of Time with the Congregation

Time	Number of People
0-3 years	4
4-8 years	10
9-15 years	13
16-25 years	16
More than 25 years	7

B. Inspiring Moments or Programs for Congregants

Participants gave a variety of answers when asked to describe an inspiring moment or program at CVUUF. Some people gave more than answer and many people gave very similar or identical answers; every response is listed.

Inspirations
- My service as a lay minister was very inspiring
- A full house singing = it's as powerful as General Assembly!
- All of them!
- Nica's sermons
- Coming of Age Services are always inspiring
- The work that folks do to help others - e.g. Feeding Hands
- Our philosophy & mission
- When I first showed up I was inspired by UUs
- At a Women's Retreat I experienced my first personal spiritual growth
- A way for kids to find their path & that they are willing to come & display a great ethical framework
- The sermons
- Joel is fabulous
- O.W.L. & RE for the kids
- Jill Schlaus's party celebrating being cancer free
- Nica's installation
- The minister is inspiring; I love Rev. Nica
- The music

**Report on Financial Feasibility Study for CVUUF
February 2018**

More Inspirations!
- The sermons
- Camp de Benneville Pines retreats
- The "Coffin & Cradle" services at the Goebel Center where we put things in the "coffin" that we wanted to leave behind and put hopes into the cradle
- Nica makes me feel at home
- Laramie Project and other plays and concerts
- Grandson's dedication
- Women's Retreat
- Coming of Age
- Seeing my whole family participating; kids lighting the chalice or speaking to the congregation
- Annual dinners at the Goebel Center, looking out at all the people I thought "Wow, we can change the world!" The creativity & spirit was evident.
- Everyone working together on the annual dinners
- My daughter's COA service.
- Finding a shared vision with the congregation.
- Really every worship service
- Being asked to join the Stewardship committee. It emphasized the importance of what CVUUF does, and the need to pay for it. I was inspired by the trust being put in me to support this area of importance.
- Getting the building = our own church home
- Feeling of pride and accomplishment at building dedication
- Rev. Nica's preaching
- Sunday services
- Music is inspiring
- Worship services
- So many!
- One-on-one conversations with the minister in support of struggles
- Like-minded people
- People who come here are inspiring - e.g. Willie Lupka; he says he gives until it hurts
- Inspiring to hear what some people do - e.g. visit to the immigration center, feeding the homeless
- Immigration study group
- Nica's sermon done as a purchased auction item - she was fired up! How to get hope when hope is hard to come by
- Installation of Nica was a new beginning
- Singing in the choir
- The last capital campaign was very inspiring, to move from being renters to owners
- Nica's sermons
- Nica's installation

**Report on Financial Feasibility Study for CVUUF
February 2018**

Still More Inspirations!
- When I first walked in I was welcomed and we had three little kids
- Teaching in the RE program
- The first capital campaign
- Chalice Circle
- Passion of the volunteers
- Music
- Joys & concerns - level of intimate sharing
- Hunger Walk
- Income Inequality Group
- Sunday services
- People
- Sense of community
- Married here
- Sunday services are inspiring
- One of my children died this past year and the fellowship put on a wonderful memorial service and it was deeply appreciated.

C. Top Programs and Activities

CVUUF offers a variety of programs and activities. People interviewed were asked to name the program or activity that is currently the most important to them. The following table shows Sunday services as the most common choice, with a variety of other programs and activities listed. One person commented “All of the above!”

Program/Activity	Percentage of Participants
Sunday Services	36%
Choir / Music	14%
Social Justice / Social Action	14%
Chalice Circles	10%
Women’s Group / Women’s Retreat	10%
Children’s Religious Exploration	8%
Auction	6%
Committee Service	6%
Circle Suppers	4%
Feeding Hands	4%
Our Whole Lives (O.W.L.)	4%
Social Community	4%
Stewardship	4%
AA Meetings	2%
Coming of Age	2%
Committee on Share Ministry	2%

Report on Financial Feasibility Study for CVUUF
February 2018

Program/Activity continued	Percentage of Participants
Membership	2%
Income Inequality Group	2%
Meditation Group	2%
Neighborhood Networks	2%

D. Key Strengths of CVUUF

When asked to identify one key strength of the congregation, 28 participants listed the dedicated, friendly, talented, enthusiastic, compassionate and caring people, 11 people listed Rev. Nica, 4 people listed your lay leadership, 2 people listed the music program and Joel. Also listed was younger people and their families, your covenant/good relations, having your own home, learning from each other, and all the different interest groups.

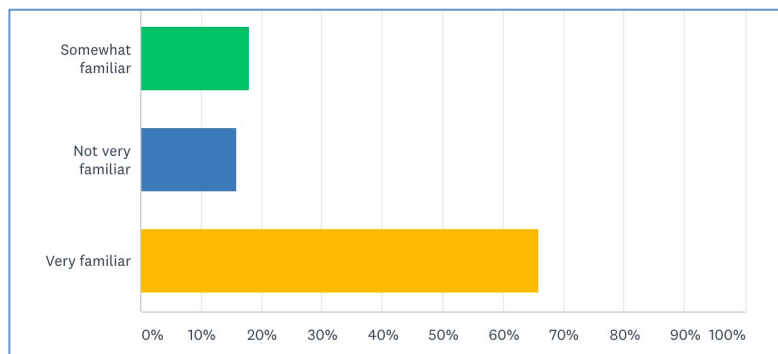
E. Vision for the Future of the Congregation

When asked about their vision for what they want CVUUF to be like in 5 years, the following descriptors came up with the most common responses appearing in the largest type.

Spiritual Growth Paid Staff Families
Community congregation Larger Kids
Financially Stable Youth Young People

F. Familiarity with Why a Campaign is Needed

Thirty-three participants stated they were *very* familiar with the proposed campaign, 9 stated they were somewhat familiar with it, and 8 stated they not very familiar. Based on comments made in response to this question, these results suggest that the fellowship would benefit from some more education about church finances and current use of reserves, the benefits of owning your Fellowship Building and the possibilities of different spending priorities if you reduce or eliminate your mortgage.



**Report on Financial Feasibility Study for CVUUF
February 2018**

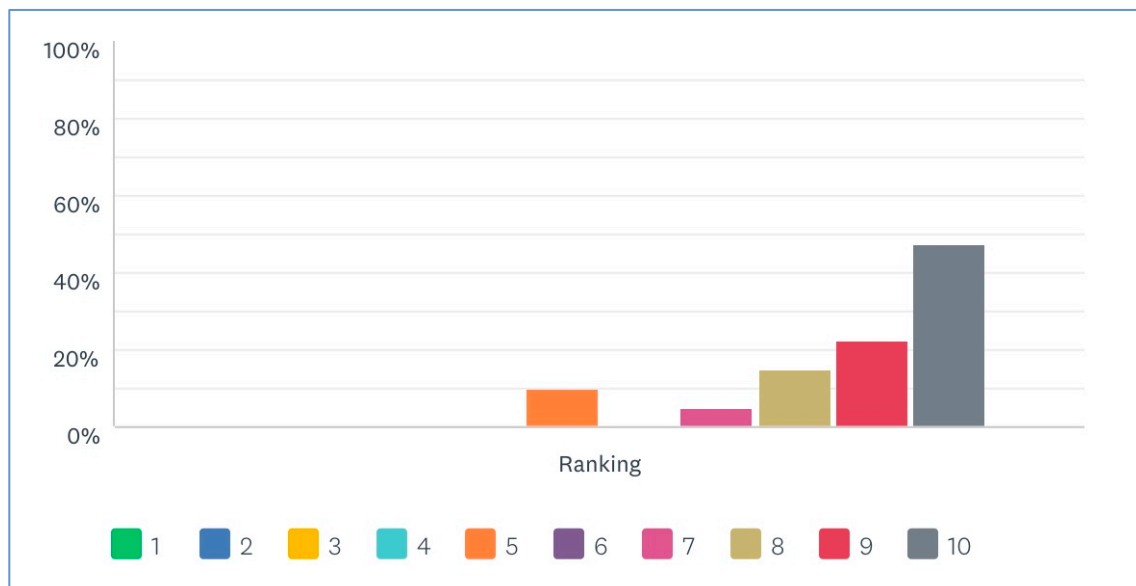
G. Ranking of Importance of the Proposed Campaign for the Congregation

Following are the rankings assigned to the project by study participants when asked to assign a number from one (least important) to ten (most important) to the potential capital campaign. Answers spanned from 4 to 10 with 39 of 49 individuals or 80% giving the project a ranking of 7 or higher. 1 person skipped the question.

Ranking of the Importance of a Campaign for the Congregation	Number of People
Ten (most important)	21
Nine	8
Eight	7
Seven	3
Six	2
Five	6
Four	2
Three	0
Two	0
One (least important)	0

H. Whether the Campaign Supports Your 5-Year Vision for the Congregation

When asked whether the campaign supports their personal vision for CVUUF in 5 years, 48% of the participants gave the project the highest ranking of 10 (including one person stating 12 and another person stating 11.5), another 23% of participants ranked it a 9, another 15% ranked it an 8, 5% gave a ranking of 7, and 10% gave it a 4.



**Report on Financial Feasibility Study for CVUUF
February 2018**

Comments that accompanied this question included: “It’s really a 12!”; “It will allow us to focus on the future”; “Campaign importance ranks higher than a 10 at 11.5”; “It takes more than a building to have a strong community”; “Financial stability is important to provide a foundation for growing the congregation”; “With the debt paid down we can move forward sustainably and with our exciting vision for the future”; “RE is currently going well so I don’t know that a campaign will help that.”

I. Meetings Attended about the Project & Whether Congregants Feel They Have Enough Info.

Eighty-two percent of participants had either been to a congregational meeting or spoken to a Board Member of Capital Campaign leadership about the campaign.

Eighty-two percent of participants also said they thought they had enough information about the reasoning for a capital campaign and 18% or 9 people said they needed more info. Two households said they needed more info. before they would make a decision on their financial support for the campaign.

J. Estimates of How Many at CVUUF Would Give a Gift of \$10,000 or More to the Campaign

There are 145 households that currently fund CVUUF’s annual budget. With that prompt, participants were asked how many of those households would give a campaign gift of \$10,000 or more. Thirteen participants gave the most common range of 20-30 and 9 participants estimated 10 or fewer households could give a gift of that size or more. Seven participants gave a range of 40 up to 72. Six more participants estimated between 11-19 households. Six participants said they could not provide an estimate, one person estimated 35 and 7 people skipped the question. By way of example, for a campaign to reach a million dollars, the typical number of households who would give \$10,000 or higher, up to the anchor gift of \$150,000 or more for that size campaign, is approximately 25.

K. Likely Financial Contributions

Each household participating in the feasibility study was asked how much they expected to contribute to the campaign over a three-year period, in addition to their annual financial commitment to the congregation. Gift ranges, starting with \$150,000 or more and working down to no commitment, were offered.

The sum of the planned financial commitments from 30 of the 35 households participating in the study was \$495,250. Sixteen of those households indicated they planned a gift of \$10,000 or more. The distribution of gifts planned by study participants is listed in the table on the following page.

**Report on Financial Feasibility Study for CVUUF
February 2018**

Gift Range	Number of Gifts Indicated	Indicated Amount (total within range)
\$150,000 or more	0	\$0
\$100,000 to \$149,000	0	\$0
\$75,000 to \$99,999	1	\$75,000
\$50,000 to \$74,999	4	\$200,000
\$30,000 to \$49,999	1	\$30,000
\$20,000 to \$29,999	2	\$45,000
\$15,000 to \$19,999	3	\$45,000
\$10,000 to \$14,999	5	\$50,000
\$7,500 to \$9,999	1	\$9,000
\$5,000 to \$7,499	5	\$29,000
\$2,000 to \$4,999	2	\$5,500
\$1,000 to \$2,999	5	\$6,000
Up to \$999	1	\$750
No commitment at this time	5*	\$0
TOTAL	35	\$495,250

* Two of the 5 households who did not make a commitment at the time of the study indicated they intended to do so but they needed more information and one other household was waiting until a particular date this year after which they would be able to determine whether they could make a financial commitment to the campaign. Two of the 5 households indicated that they could not give a gift to the campaign.

Projecting from the study sample to the entire congregation yields an estimated capital campaign pledge range of \$700,000 to \$725,000. A stretch goal would be \$775,000. A gifts table for a campaign brochure can be crafted once you approve a campaign goal, as part of assistance with the capital campaign.

This estimate is based on the following assumptions:

- The campaign will ask people to make contributions over a three-year period.
- Over the course of the campaign, roughly five percent of the pledges made will not be fulfilled.
- Gifts of \$25,000 or more can skew the results and therefore the calculations adjust for that skew.
- Twelve of the 35 households indicated they might consider a larger contribution, if needed.

**Report on Financial Feasibility Study for CVUUF
February 2018**

Of the \$495,250 identified from study participants, 33.33% of those gifts would be made in three equal annual payments, 23.33% would be paid in one lump sum likely in the first year of the campaign, 20% said they would use a schedule that involved unequal payments over two or three years, 20% said they would make monthly payments over three years, and 3.33% said they would need to spread their gift over 5 years.

Twenty-five of the 30 households stated they could make a payment in 2018, with 2 households able to begin their gift in 2019 and one in 2020.

Twelve households indicated they may be willing to give more, citing possible or likely changes in personal finances, if CVUUF is close to its campaign goal and needs a bit more or if there is a second request for funds after the initial pledges have been obtained.

L. Compliments

Participants were invited to share compliments about the proposed campaign or the congregation in general and asked if there were any particular people they wanted to acknowledge for their efforts. Note that many people are listed more than once and a few people are mentioned many, many times. There are many people not listed who do great work for CVUUF as well, as indicated by the comments below. Everyone's efforts count!

Compliments
- There are so many!
- This is the healthiest we've ever seen the congregation.
- Rev. Nica is amazing and a breath of fresh air
- The Barker's live here.
- Hilary is phenomenal!
- Rev. Nica is wonderful and she needs staff.
- Our Chalice Circles have taught us how to speak to each other with the Circles of Trust model.
- We've grown because of our ministers.
- The Board
- Hilary Rosen
- Dana Ryan
- Sioe Hiang Han who works with the kids and helps out in other areas too
- Nica & Joel
- Tom Wolf
- Hilary Rosen is very dynamic, capable & smart - she can do anything!
- Claudia & Rick Barton do a lot of behind the scenes work
- David & Annie Barker seem to do everything
- Carol Flanagan for Chalice Circles, Sunday Services, Women's Group
- France Pardee & Arlene Bloom provide critical financial skills

**Report on Financial Feasibility Study for CVUUF
February 2018**

Continued Compliments
- The Hospitality team - Lynne Herron & many others
- Anne Ewell for Feeding Hands
- Tom Powers with his free math enrichment
- Annie & David Barker
- Merlin & Debbie Snider
- Tom the game designer
- Jason Hall
- Hilary Rosen
- Todd Hess
- Mike Talvola
- Scott Ellison
- Branzoni
- Dana Ryon
- Hilary Rosen
- David & Annie Barker
- Carol Flanagan for Chalice Circles & Women's Retreat
- David Barker
- Lynne Herron
- Casey Dake
- Leeza
- Nica
- Tom Powers
- Joel
- Nica
- Sam
- Tom Powers
- Merlin & Debbie Snider
- Willie Lupka
- Tom Wolf
- Annie Barker
- I love Joel - he's awesome!
- The Council
- The Board
- The Capital Campaign Committee deserves serious props
- Joel!
- Carol Flanagan
- Gwen Venoni
- Hilary & Jason
- Dave Casey
- Erika Penn
- Robin Godfrey

**Report on Financial Feasibility Study for CVUUF
February 2018**

Still more Compliments!
- Frances Pardee & Arlene Bloom for all their work on finances
- Kelly Castillo
- Annie Barker is an energizer bunny and gets involved whenever needed
- The Pletchers
- Merlin & Debbie Snider
- Penny Smith - tireless hospitality
- Hilary Rosen does a lot! Everything she touches is excellent
- Mike Talvola knows all the tech and is a greeter
- Gordon Clint & Barbara Leighton are very involved in social justice
- Dave Barker has done many things and is a super guy
- Annie Barker is a vibrant, enthusiastic spirit & has done every job with cheer
- Lynne Herron in the kitchen
- Thelma Williams for hospitality, organizing, worship associate; she does a lot in a pinch!
- Jason Hall volunteers in many area
- Don Cooper is incredible at stewardship
- Nancy Cooper is an enthusiastic leader in membership
- Tom Powers is a Rock of Gibraltar on music stuff
- Floyd & Mary Martin always give time for whatever is needed
- Nica is truly inspirational in all facets - "she lights up my life"
- April Shiflett
- Merlin & Debbie Snider
- Lynne Herron
- Christina Houlberg
- I love this place!
- Hilary Rosen
- Sue Rosecrans is an inspiration - upbeat and does a lot of things ... visits people in the hospital; meditation group and much more.
- I could spend 20 minutes answering!
- The Hess Family
- Frances Pardee on finance
- Debbie Snider does a lot
- Merlin Snider is an invaluable musician & gives inspirational sermons
- Arlene Bloom - we need to clone her; she's very smart, thoughtful & even-keeled
- Thelma Williams is generous & articulate & a great worship associate
- Hilary is our in-house Martha Stewart
- Joel's music
- Lynne Herron
- Many people work very hard.
- All of the people
- The fellowship should do a campaign and do it well.

**Report on Financial Feasibility Study for CVUUF
February 2018**

Even More Compliments!
- Laura & Tim McClain
- Tom Wolf
- Hilary Rosen
- So many people who do so much
- Overall fellowship in a much better place with our covenant of good relations
- Don Cooper
- Jason Hall
- There's a lot of people who do a lot.
- Hilary Rosen
- Many tireless volunteers
- Pamela Lopez
- Michael Teasdale with the Economic Inequality Group
- Rev. Nica is very impressive
- A lot of people do a lot!
- Merlin & Deborah Snider
- Annie Barker
- Hilary Rosen
- There are a lot of people, a majority, that help with something
- Jo Ann Van Reenan
- Hilary Rosen is a force of nature.
- Bart Allan - quiet & works hard
- Bill & Carol Robinson
- Joel Rieke
- Nica is the best minister we've ever had
- Jason Hall
- The list is long - I am not sure where to start so I'll just leave it at that.
- Very good Board
- Committee on Ministry
- Council
- Board
- Nica & Joel are doing a wonderful job.
- Frances Pardee
- Annie Barker
- Susan Dixon
- Hilary Rosen
- Tom Wolf has really stepped up
- Rev. Nica x 2!
- Bart & Gaye Allen
- Claudia & Rick Barton
- Carol Flanagan & Paul Chavez
- Erica Escalante

**Report on Financial Feasibility Study for CVUUF
February 2018**

Can You Believe Even More Compliments?
- Rick Wells
- Jason Hall & Hilary Rosen as campaign co-chairs
- We are facing our future and taking steps to do what we need to do.
- Hilary Rosen
- Candy Gantka
- Michael Guinn is pretty damn good
- Jill Schlaus
- Floyd Martin is incredibly warm & welcoming
- Annie Barker
- Nica has done a wonderful job
- I have a lot of respect for a lot of people
- Judy Blades
- April Fernald
- People who run Feeding Hands
- Carol Rosenthal
- Brian Pletcher
- Jo Ann Van Reenan
- Marcy Wingard
- Tom Wolf
- Willie Lubka - very inspiring!
- Laurie McKinnon
- Hilary Rosen
- Rev. Nica is amazing - we are so lucky to have her
- Annie Barker
- We have a wonderful RE program.
- Our music program is inspiring.
- We have such a good Board.
- Nica is a wonderful minister.
- Nica = more people come more often because of her

M. Concerns

The following table lists the comments of study participants when asked whether they had any concerns about the proposed campaign or the congregation in general. Some participants expressed more than one concern and others expressed no concerns. A few concerns were expressed that have been relayed directly to the individuals at whom those concerns were directed, rather than in this report, in the interest of compassion, right relations and congregational covenant. All comments were heard and recorded.

**Report on Financial Feasibility Study for CVUUF
February 2018**

Concerns
- What do we do if we don't have a campaign? There are no other answers.
- How long can we keep Rev. Nica if we don't improve our financials.
- We need to keep Joel and increase his hours!
- Is there capacity to do a campaign?
- If a campaign is not successful, what will happen to us? I worry that if there are people like me that can't commit much that we won't succeed and I would hate for this place not to be here.
- No programs will be possible if we don't buy our building.
- Attention spent on \$ is not spent on spiritual growth, so we need to fix our financials so that they don't require as much focus.
- A young person left the church because she felt she could not afford to be here.
- People don't have the money
- Too much energy spent on fundraising
- Pledges should be made in the spring, then budget can be made and a vote can be made on the budget
- We are currently using reserves that will run out; we are spending on who we aspire to be and that dilutes the reality of our financial picture
- There is some lingering conflict over the time of the Chalice Players; it's important to make sure our services are professional and so it's a good outcome
- We used to have storytelling instead of just reading the kids a book; we need to change up the format so that the kids are not distracted by looking out at the congregation and so that they are focused on the reader/storyteller
- Some identity politics
- A modest concern is that the messaging seems to be that this campaign will solve all our problems and that all we have to do is dream
- There is a poor level of understanding in the congregation of the true state of the church finances; we need to balance painting a positive picture with the realism about the cash reserves that will run out in 2 years if we do not launch this campaign
- Is this the right time to do a campaign?
- It would be great to have more staff so that Nica and volunteers are not overloaded
- The Big Picture is satisfactory for 90% of the congregation but at least 10% of the congregation should know the finer details of church finances.
- It would be great to get quarterly statements again for pledges so people know where they are in their payments and statements will also be helpful for the capital campaign
- The fellowship hall is noisy
- The sanctuary chairs are not comfortable for my back and I cannot sit through an entire service; would it be possible to have a few other types of chairs?
- It would be great to have more multi-generational services and/or some family/multi-gen activities on a week night
- Please don't call the Capital campaign the Legacy campaign. It is confusing, since we also have the Legacy gift giving project going at the same time.

**Report on Financial Feasibility Study for CVUUF
February 2018**

And A Few More Concerns
- If we get too caught in the financials we may let go of other stuff that is also important.
- I would be heartbroken if we lost this building.
- If we don't pay down the mortgage we will be in a precarious financial position.
- The pledge year for annual pledges is confusing.
- If people don't realize the situation they will come out negatively without an accurate financial picture
- Concern that campaign will make people feel bad; poor people won't be able to give and wealthy people will feel guilty if they don't give
- Another member who has capacity to give said "I'm tired of being asked for money."
- I imagine that some people are tapped out from the last campaign.
- If we get too big, we might get impersonal
- Not sure a capital campaign is the best option
- What if we don't make our goal?
- Sometimes not open to new ideas

N. Other Information Gathered

Campaign Volunteer Support

Many study participants indicated a willingness to assist with the capital campaign when asked about 9 areas for which they could volunteer. A list of volunteers and the areas in which each person offered to help will be given to the Capital Campaign Team.

Possible Gifts from Outside the Congregation

Interview participants offered up the names of people outside the congregation who might be willing and able to contribute to the capital campaign. The suggested names will be given to the Capital Campaign Team.

Planned Giving

Twenty-four households that participated in the study indicated they have a will. Ten households indicated they have included the congregation in their wills. One household indicated they would like more information on how to include the congregation in their estate planning, while several other participants stated that they did not need more information but they would consider an update to their will.

**Report on Financial Feasibility Study for CVUUF
February 2018**

Attendance at Sunday Services

Attendance	Number of People
Almost every Sunday	32
2-3 times per month	15
Once a month	2
Infrequently	1
Did not answer	0

Service on Committee or the Board

86% of the study participants serve on a committee or the Board currently. 84% have served on a committee or the board in the past.

Children in Religious Exploration program now or in the past

14% of study participants said they have a child or a grandchild in RE and 58% said they have had children in RE in the past.

Additional Demographics

The following tables summarize age and income of the study participants.

Age	Number of People
31 to 40	1
41 to 50	4
51-65	22
66-75	14
Over 75	7

Annual Household Income	Number of Households
Up to \$25,000	0
\$25,001 to \$50,000	2
\$50,001 to \$75,000	4
\$75,001 to \$100,000	6
\$100,001 to \$150,000	8
\$150,001 to \$250,000	8
> \$250,000	3
Did not answer	4

**Report on Financial Feasibility Study for CVUUF
February 2018**

IV. Observations

CVUUF has significant support to launch a campaign to own a significantly larger portion of your Fellowship Building. A very high percentage of study participants – 98% – indicated that they are generally supportive of the campaign and 91% of the households interviewed said they would give a gift, with 86% of participants indicating a gift amount.

Your congregation has a strong, healthy culture and the main concerns expressed do raise any flags that would cause you to postpone a capital campaign. Common concerns for campaigns, also expressed by some CVUUF study participants, relate to whether there is capacity to raise the amount of funds required for a successful capital campaign.

For CVUUF, the purchase and build out of your church home 10 years ago was a substantial investment for the congregation at that time. Approximately \$2.8 million was spent to purchase and build out the space for your Fellowship Building. As of January 25, 2018, \$863,498.14 is the amount needed to pay down your mortgage and fully own the Fellowship Building.

In addition, a group of investors, some of who are current CVUUF members, purchased the Sanctuary Building that they rent back to the congregation. Rent is currently being paid by the congregation, however, there is approximately \$154,000 in deferred rent owed to those investors from The Great Recession when CVUUF was given a reprieve from paying rent for a period of time. Some of those funds, if included in the capital campaign, may be gifted back to the congregation to help pay down the mortgage, while some other individuals need their deferred rental funds returned.

In light of the existing investments in the sanctuary and gifts to the previous campaign, there are some members with limited capacity for gifts to the proposed campaign who gave to the prior campaign. There is still substantial support, however, to own a very high percentage of your Fellowship Building as well as pay back the deferred rent on the Sanctuary Building.

As indicated above, the results of the feasibility study identified \$495,250 in likely financial commitments from the 30 households who participated and indicated a gift amount. Based on those numbers and extrapolating to the entire congregation, the congregation should be able to raise between \$700,000 and \$725,000 in a capital campaign.

You may want to consider a stretch goal of \$775,000. Support may increase from both study participants and the remainder of the congregation if more information is given so that people can understand why the campaign is needed now and the impact of a successful campaign on the future of CVUUF. Elimination of your deficit spending is essential, since reserve funds will be depleted in the next two years at the current rate. Redirection of your annual resources will also allow you to focus more on programs and ministries, and better live out your mission to nurture spiritually courageous people who transform the world through justice and compassion.

**Report on Financial Feasibility Study for CVUUF
February 2018**

The level of energy and enthusiasm for proceeding forward is high from the vast majority of people interviewed, your congregation is in an excellent covenantal space together with very low conflict, and you have a settled minister that you love.

Please remember to take care of each other's hearts as you move through this process. Generosity of spirit, attentive listening, transparency of process and frequent appreciation will engender support of each other as you work together to own your Fellowship Hall and continue to nurture and build upon your strong programs.

V. Recommendations

Based on the results of the study and analysis of the findings, I recommend that CVUUF continue to engage the congregation in conversation around the inspiration, vision and need underlying ownership of your Fellowship Hall and meeting your past obligations on deferred rent for the Sanctuary Building. Continue to ensure that everyone has the opportunity to be heard and that all are welcome to be part of CVUUF no matter their capacity for gifts to the Capital Campaign.

Following are some key next steps to determine whether to launch a capital campaign to own your Fellowship Building and meet your obligations on deferred rent for the Sanctuary Building:

- Present the results of the feasibility study to the congregation.
- Provide an opportunity for discussion around what this campaign will mean for the short and long-term health of the congregation.
- Hold a congregational vote to determine whether there is wide support to launch a capital campaign.
- If the vote is positive, develop a firm case statement and target for the capital campaign, considering the priorities and other information gathered during the feasibility study. Develop and stick to a task plan, timeline and organization for carrying out the campaign. There are recommendations provided in *Beyond Fundraising*, by Wayne Clark, and I can assist you as needed.
- Develop messaging for the entire congregation about the level of commitment required to conduct a successful capital campaign. Emphasize that contributions to the capital campaign are payable over 3 years; a few people will request a 5-year schedule as indicated in the study data. Ask remaining congregants who were not part of the study to support the project by doubling or tripling their gift to CVUUF and spread that additional giving over a three-year period. Some congregants who were not part of this study may be able and willing to give much more to the campaign than those multipliers, and this will be necessary if you want to reach your stretch goal.

**Report on Financial Feasibility Study for CVUUF
February 2018**

- Ensure that your congregants know that they should not reduce their annual contribution in order to make a gift to the capital campaign. Continuing robust support of your programs will be essential for both the short and long-term health of the congregation. Along these same lines, be sure to let congregants know that gifts of every size are welcome. There is economic diversity in every congregation and all contributions are valued to support the ownership of your Fellowship Building.
- Plan to conduct the combined campaign based on face-to-face stewardship visits—this is an essential method for a successful capital campaign.
- The Capital Campaign Committee should confirm the willingness of the study participants who agreed to be visiting stewards to ensure that each steward is assigned no more than four households to approach for a gift to the campaign. Additional visiting stewards can be recruited beyond those identified in the study. Schedule a training and orientation session for the visiting stewards. I can assist you with that training.
- Congress has made permanent the IRA tax provision that allows gifts from IRA's to charitable institutions to be excluded from taxable income if age 70.5 or older. You can gift your required minimum distributions directly to the congregation to avoid paying tax on that income and sometimes avoid being placed in a higher tax bracket due to those funds being excluded from income when they are gifted.
- For financial tracking of capital campaign pledges and income, it is recommended that there be two separate people tracking the incoming gifts as well as outgoing payments to own your Fellowship Hall and meet your obligations on deferred rent for the Sanctuary Building. This system is often accomplished by having a capital campaign treasurer or campaign finance chair who is separate from the church treasurer, followed by monthly or periodic verification by a bookkeeper. A separate account for capital funds is also recommended, rather than simply keeping a spreadsheet that separates annual and capital funds; it reduces the opportunity for conflict and donors will be confident that their capital gifts are being allocated according to their intentions.
- Possible Chalice Lighter Grant from Pacific Southwest District
 - A Chalice Lighter Grant might be obtained at some point during or at the conclusion of your campaign, depending on a variety of factors including your fair share status with the UUA, the percentage of CVUUF members who are active Chalice Lighters, when you received any previous grant and whether the substance of your request fits within their guidelines. See: <http://www.pswduua.org/about-us/about-the-district/programs/chalice-lighters/> for more information.



Report on Financial Feasibility Study for CVUUF
February 2018

VI. Closing

You have many, dedicated, caring and skilled people at CVUUF and a talented, energetic and beloved minister. Know that you are one of the healthiest congregations with whom I have worked in terms of covenantal behavior and care for one another – congratulations on the work that has led to your healthy culture and your beautiful church home in which to carry out your mission. I am confident that you can be successful with a capital campaign that will put you on a secure financial path for the future.

I look forward to seeing your continued progress and I will be available to assist you as needed. Please let me know if you have any questions.

In spirit,

A handwritten signature in black ink, appearing to read "Kay", with a long, sweeping horizontal stroke extending to the right.

Kay Crider
Stewardship for Us
541-968-9988
kaycrider@me.com

Copies to:
Rev. Nica Eaton-Guinn
Tom Wolf, Board President