

Final Report and Recommendation
from the
Capital Campaign Task Force

As Adopted by the Board of Directors
September 23, 2015

Background:

The Capital Campaign Task Force (CCTF) was formed in December 2014 to review the capital needs of the First Unitarian Society (FUS) and develop opportunities fund the completion of those projects. The work of the CCTF culminates with this report and recommendation to the FUS Board of Trustees.

The members of the CCTF are: Marc Johnson, Chair; Greg Giles, Co-chair, Barbara Belew, Allan Callander, Audrey Kingstrom, Katrina Lassegard, Bruce Nelson, Joyce Riedesel, Theresa Zingery.

The philosophical framework that governed our meetings came from the 2014 strategic plan created by the members of the society. In this plan, there were two major goals that we addressed.

- 1) Growth in membership
- 2) Broaden and deepen the scope and reach of programming

To this we added more values-driven criteria:

- 1) Does the project generate revenue or reduce expense
- 2) Does the project meet our need to be good stewards of the environment
- 3) Is the project consistent with the values of FUS
- 4) Will the project add to our ability to provide greater access to the community
- 5) What is the risk factor of undertaking/not undertaking the project

Our discussions derived from an understanding that our approach must incorporate a holistic view of the building as a beacon for humanism. We endeavored to consider how this building serves each of us who call it home.

The CCTF began with a master list of projects created by the Building and Grounds Team. This list was almost if not completely exhaustive of the projects that were most needed at FUS. Adding to this list, on general consensus, the CCTF recognized the need to undertake a building wide aesthetics upgrade. This upgrade will encompass every room and space with the goal of making spaces more harmonious and also increase the

usability/potential for external revenue. The Lower Assembly and Chalice room are two examples we discussed.

The CCTF met officially eighteen times, conducted three society wide listening sessions and took part in countless discussions over the course of the last nine months. The CCTF also met with or had discussions with the Building and Grounds Team and the Aesthetics Team.

Many of the meetings and discussions centered around identifying, developing and clarifying the capital projects of highest need and/or importance to FUS members. FUS members were asked to share their thoughts and dreams for the building we call home. The ideas shared were thoughtful and generative. The ideas expressed were captured and shared with the committee and will be instrumental in any future efforts.

Additionally, members of the CCTF held quiet conversations with members of FUS to discuss the possibility of undertaking a capital campaign and seeking guidance on how that campaign might unfold. It is from these discussions that a goal for the campaign was developed.

During our review of projects, we reviewed additional projects that are not in our recommendation. One such major project was a remodeling of the Groveland entrance, including the addition of an elevator shaft on the Groveland end of the building, which is not in the recommendation because of cost vs benefit issues. An external shaft is prohibitively expensive at this time, and an internal shaft would mean losing program space as a room on each floor would be turned into an elevator and lobby.

With this report and recommendation, the Capital Campaign Task Force has fulfilled its charter and will disband.

Recommendation to the First Unitarian Society Board of Trustees

The Capital Campaign Task Force recommends to the FUS Board of Trustees that a capital fund drive be planned and executed to undertake the capital projects listed below.

Fundraising Goal: \$2,000,000

Key project areas to be addressed:

- 1) Transform the Mt. Curve entry and Dietrich Room to project a welcoming approach from the street, and connect the Dietrich Room with its surroundings.
- 2) Examine main floor configuration to create spaces that are warm, welcoming and serve the current needs of congregants, visitors and staff.
- 3) Upgrade the Upper Assembly Hall to better meet the needs and expectations of a 21st Century congregation.
- 4) Replace the ancient heating system with a modern, efficient system
- 5) Add air conditioning to areas of the building not already covered

- 6) Undertake an aesthetic upgrade of all interior and exterior spaces, designing a warmer environment while remaining true to the Mid-Century Modern core aesthetic of the building, and creating signature spaces in the Chalice Room and Lower Assembly Hall
- 7) Replace aged and insufficient windows in the program and administrative areas
- 8) Stabilize the roof and the addition of solar panels.

In order to successfully conduct a capital fund drive, the CCTF also recommends the formation of a Capital Campaign Steering Committee to undertake the planning, coordination and execution of the actual capital campaign activities. As a part of that Steering Committee, we recommend that a distinct project management team be created to coordinate and oversee the construction activities. This team would include membership from the Steering Committee, Buildings & Grounds Committee, and the Aesthetics Team. All activities related to the campaign will flow through the Steering Committee, to ensure proper coordination and communication, leading to the success of the campaign.

The CCTF does not put forth a firm recommendation regarding long-term financing for these projects. We do recommend that, if financing is required or desired, that a specific cap be articulated,

so that payments on the debt will not exceed a stated percentage of the Society's operating budget.

We want to personally thank each of the members who took part in this focused and deliberate effort to create a path to the future. It is because of the efforts of the members of the CCTF, whose voices were varied and strong, that we can submit this recommendation to the board.