

**All Souls Church, Unitarian**  
**Congregational Meeting**  
*October 23, 2011, 12:45 p.m.*

**1. Prayer led by Rev. Rob Hardies, Senior Minister**

**2. Welcoming and Introductions**

Mark Ewert welcomed everyone and reminded voting members to check in and get agendas. Non-voting members are welcome to stay and listen. Today we are voting only on whether to launch a Capital Campaign. Introduction of Erika Landberg, Interim Moderator. Introduction of Julia Sayles, who is serving as Parliamentarian today. Introduction of Dori Phelps, the timer for this meeting.

**3. Confirmation of a Quorum**

Grant Smith, Membership Secretary, reminded everyone that our bylaws require 10% of our membership to be here. We have 955 voting members and 96 are here today, so this requirement is met.

**4. Confirmation of Meeting Notice**

The meeting notice was sent out two weeks in advance by first-class mail and electronic mail. Thanks to ASC staff who has done so much to make this happen.

**5. Motion to Adopt this agenda and meeting rules**

Motion to adopt agenda and meeting rules, seconded. Passed unanimously.

**6. Capital Campaign Presentations and Discussion**

**a. Mark Ewert, President, Board of Trustees**

Introduction of Trustees present. In May 2009, the Board created CAPT, and CAPT had first meeting in July 2009. In 2010, CAPT worked to create a request for proposals from architecture and engineering firms and sent this out to a number of firms. In the summer of 2011, CAPT began surveying the congregation. In October 2010, CAPT recommended Kerns Group Architects. CAPT made this recommendation at the December 2010 annual meeting. In January 2011, there was a town hall meeting to gather suggestions, as well as Committee cluster sessions. In July 2011, an ad hoc committee recommended Steve Siegel of James D. Klote & Associates to coordinate the proposed capital campaign. In September, Kerns had a final version of the CAPT conceptual plan and drawings. In September to October, Design Feedback Sessions were held. On October 15<sup>th</sup>, CAPT and Steve Siegel presented some of the results from the Design

Feedback Sessions to the Church Council. The BOT decided to call a special congregational meeting to launch a Capital Campaign.

**b. Thomas Fox and Barbara Corprew, Co-Chairs, Comprehensive Assets Planning Team (CAPT)**

Members of CAPT stood for recognition. This is a conceptual plan and the details are not at all complete. This is why it's very important to know how much money we can raise before we present a final plan. We're not voting on any plan today.

The presentation made at the Design Feedback Sessions is on the ASC website, along with Frequently Asked Questions. Tom reviewed the four phases of the plan. Phase 1 is accessibility, sustainability, and safety, which includes things that we have to do (e.g., electrical, plumbing, more bathrooms, elevator), and will cost about \$3 million. Phase 2 involves a place for children and primarily deals with lower level, including the size and versatility of classrooms, and ensures that the lower level benefits from light and is more versatile. The gym will be much more versatile and useful. This phase will cost about \$4.5 million. Phase 3 improves the welcoming quality of building, and will create a welcoming entrance on the Harvard St. side of the building. This phase will cost about \$6 million. Phase 4 involves fellowship community space, which focuses primarily on Pierce Hall, including the kitchen. This will improve the rentability of this space. We may put a dumbwaiter in. This phase will cost about \$1.3 million.

CAPT will continue on and will probably be expanded by 3-4 more people. CAPT will be looking for people with expertise in areas that will help. A big job to be done is to evaluate the questionnaires that came back from the Design Feedback Sessions. CAPT will watch as the Campaign moves forward to see how we are doing in terms of the money, and evaluating whether the design needs to be modified. We expect that we will have a congregational vote sometime in October or November 2012. We will decide whether to stay with the Kerns Group or hire someone else.

**c. Steve Siegel, Capital Stewardship Consultant, James D. Klote & Associates Inc.**

Mark introduced Steve Siegel. Klote spends a lot of time in the congregation, so Steve has been on the office team here for a while, and will continue for a while.

James D. Klote & Associates works almost exclusively with churches on Capital Campaigns. They do only full-time consulting, so each consultant is on site and works with only one church at a time. There are a lot of personal visits during the course of a campaign.

The purpose of a readiness assessment is to present conceptual plans for improvement at ASC and to measure responses to that plan from membership at design feedback sessions. 422 people,

including 383 adults and 39 children, attended design feedback sessions. This is 35% of our entire database and 60% of average worship attendance. 289 questionnaires were completed.

There are four prerequisites for campaign success: proper timing, appealing case, influential leadership, constituency with adequate resources.

Proper timing is not about timing the economy or stock market, but is about the time of the congregation and its members. 147 people indicated a willingness to volunteer, 83 needed more information, and only 16 said they would not volunteer. 16 is an all-time low to say no.

An appealing case is about what you're trying to do. There was support shown for all aspects of the conceptual plan. There was a clear preference to address accessibility, sustainability, and safety as the top priority.

Influential leadership: 81 people were recommended as people to be involved in capital campaign, and many of these people also said they would be willing to volunteer. There is incredible leadership in CAPT, and the staff is incredibly committed to the campaign.

Constituency with adequate resources: There are lots of resources. Campaigns are usually based on a formula that is skewed toward those who are blessed to be able to make significant contributions. These large gifts will help to determine what is realistic. People want to know what this means – others have delayed purchase of new car, considered this as a child going to college, bought 10% less house to make a capital campaign gift. This is a once in a lifetime gift. There hasn't been a capital campaign at ASC in a long time. 68% said they would they would support campaign financially and 14% said they needed more information. Only 8 people said no – one person said they're about to leave area, another said they're unemployed. This is all-time low.

Recommendation: ASC is more than ready for a capital campaign.

What does a capital campaign look like? Stages of campaign: "quiet" phase, now through January 2012. Steering committee is put together whose job is to oversee fundraising. Work begins immediately with getting volunteers and soliciting gift from leaders and people with above-average ability to give. The first question from people asked to give is whether leaders have given and how much. For people 70 ½ or older, through the end of the year you can give up to \$100,000 out of IRA to charitable organization tax-free. Next phase is public kickoff, which will probably be in late January or early February. The public phase will take place from the kickoff through the end of June. The goal is a personal visit with every member and friend of All Souls. This is done because personal visits are way more effective. We ask people to think about a gift that they can make over a period of 5 years. Think about it like buying a car. There will be a victory celebration toward the end of that campaign. It's important to celebrate achievements. Then there will be an idea of what is available in terms of funding. In the spring or early summer, other sources of funding will be pursued (e.g., grants, former members).

We will need a lot of volunteers. CAPT is shifting its focus after today and will work through the coming year until we have an actual plan to vote on sometime next fall. The budget equals the commitments from congregants. The draft plan will be made public and will come back to the congregation for a vote. This will happen sometime in 2012, hopefully in the fall. When the congregation votes to approve, the actual work begins. The only thing we are lacking at this point is the intention of the whole congregation to come with us. The BOT voted this week to accept the report from Steve and to recommend to the congregation that we vote yes today to move forward with Capital Campaign.

#### **d. Questions and Answers**

**Question:** thanks to CAPT for their hard work. He has a great deal of reservations about adequacy of resources. Only 2/3 of members give to church. Everyone who is currently pledging will have to double their pledge. There is grant money out there but, as a professional grantwriter, he can say that the resources are slim and he's not sure that ASC will be a priority over other things. There is no sense of how this will be covered by the endowment.

**Answer:** This is certainly a concern.

**Question:** how long do capital campaigns last in terms of raising money and getting work done?

**Answer:** The plan is for the fundraising portion to end by June 2012. Mark has no idea in terms of construction, because it depends on the scope of plans and what we plan to do.

**Question:** wants clarification about goal of campaign. Is the \$15 million figure what we're working toward and, if not, when will that goal be set?

**Answer:** There is no goal right now. \$15 million is the need. We may end up formulating a goal and we may not. We will come to congregation and ask for commitments, and then will figure out what we can do.

**Comment:** he has noticed the discrepancy between members and pledges. We have about 700 pledges and about 700 attendees on Sunday. This suggests there may be many non-active members who are the ones not pledging.

**Question:** went to design feedback session. On issue of sustainability, her understanding was that windows would be caulked and it wasn't clear what we'll do with exterior. Her concern is whether we'll really be doing all the work that needs to be done on such an old building

**Answer:** CAPT has spent a lot of time on this with architect, and they have identified a number of places where the building has issues with air and water. We have spent a lot of time on this question.

**Question:** has CAPT calculated whether there will be enough money in the annual budget to maintain the great work that is to be done? How are we going to assure once we've made changes that we have funds for maintenance going forward so that we don't end up here again?

**Answer:** We haven't gotten this far, but we hope so. A lot of the maintenance issues arose at a time when ASC didn't have the resources that it has today.

**Comment:** appreciated comment that we'll only be spending what we raise. This is really important. Put in plug that everyone think about making a significant contribution to support Capital Campaign.

**Question:** is it fair to say that this is a vote that says we recognize the building needs attention and we're willing to think very carefully over the next few months about what we can do together?

**Answer:** Yes.

**Question:** What were the financial arrangements made with the fundraisers?

**Answer:** BOT pays Klote under contract that is not tied to how much we raise. Contract allows us to stop working with them if the congregation votes no today. They are planning to work with us through June 2012, but we can stop this arrangement now if people vote no.

**Question:** if the campaign does not raise as much money as we hope, will the congregation have an opportunity to vote on setting priorities for funds we do raise?

**Answer:** Maybe not, but there will be a process to make a plan and make these choices, especially after June when we know how much we have. There will be many opportunities in this process for congregation to weigh in. We anticipate that we'll come back to congregation in fall 2012 to vote on actual plan. If you want to be involved in this part, get engaged and involved.

**Question:** is it fair to say that in June we'll be discussing among ourselves and having small groups meetings, etc.?

**Answer:** Until June, you're voting with your pocketbook.

## **7. Motion to launch a Capital Campaign**

### **a. The Motion**

Because of serious needs to improve building and grounds, and the readiness of the church to move forward with a capital campaign, and because of the strong support and enthusiasm of the leadership of church, motion to approve that ASC immediately move forward with capital campaign. Seconded.

**b. Discussion**

**Comment:** All of us are really in favor of moving forward with campaign. Is this a campaign of fairness and clarity? He wants to be sure that all groups have their concerns heard in this process. A number of people have not felt heard in process. The hope is that everyone is heard in this process and that it's a fair process and a process of clarity.

**Comment:** the thing that he is feeling is urgency. He has wondered if there will be a fire, flooding, etc. He is very excited by what he's heard, and feels that we can't wait any longer to make this church safe and accessible. He urges everyone to vote yes.

**c. Vote**

The congregation voted unanimously to approve the motion and move forward with a capital campaign.

**8. Motion to Adjourn**

Motion to adjourn, seconded. Passed unanimously.

Respectfully submitted,

Taryn Wilgus Null, ASC Secretary