IN MEMORY OF

Reverend Jeanne M. Pupke

who inspired us to believe in the possibilities for the future of our church
A Letter From the Capital Campaign Committee

On behalf of the Steering Committee, we submit this report to the Board and congregation to document the process, progress, and results of the recent capital campaign. Originally envisioned as a one-year endeavor, the coronavirus knocked our plans off kilter. Instead of wrapping up by December 2020, we completed active fundraising in December 2021 and disbanded the Steering Committee in January 2022.

Our Covenant calls us to “commit our time, talents, and financial resources” to First Unitarian Universalist Church of Richmond. This campaign asked that of us—and then some. Because of the challenges due to the pandemic, along the way we questioned the wisdom of asking our members to commit to a robust future for the church when we have not been able to gather in physical community since early March 2020.

But we are glad to have persevered. To say we are gratified by the generosity shown by our fellow congregants is an understatement. The campaign surpassed everyone’s expectations. Many members, irrespective of their financial means, reached deep into their hearts and pocketbooks to support the campaign priorities of replacing the aging roof, investing in improvements to our energy usage as the first step in reducing our carbon emissions, and paying off the debt remaining from the transformative renovation undertaken in 2012.

This effort would not have been possible without those who supported our work throughout the campaign:
Denise Rimes, Board President and the Members of the Board of Directors
Reverend Jeanne Pupke, Senior Minister and Reverend Sherman Z. Logan Jr., Executive Minister
Margaret Rush, Congregational Administrator
Canvas volunteers Autumn Fehr, Anne Joseph, Joan Lewis, Ralph Graner
Task Force on Roofs and Clean Energy Improvement: Thomas Norton, Joe Rupp, Charles Gerena, Michael Gibson, Reggie Henderson, Michael T esterman

Liz Coit of Stewardship For Us, our campaign consultant, deserves a separate acknowledgement. None of us had experience in raising funds, particularly during a pandemic. Liz was unfailingly positive and supportive, assuring us repeatedly that she knew our members would rise to the occasion. She trained us in the mindset, tools, and procedures needed to run a successful campaign. We literally could not have done it without her. Our second stroke of good fortune was hiring Angela Lehman as our Campaign Assistant. She proved adept at the ICON database, writing and editing, and generally keeping us on track. Finally, we are grateful to Jessica Saybe for designing attractive campaign materials and working with printers to produce them in a timely manner.

We sign off from our charge with a sense of accomplishment and deep appreciation, especially for this little community we shared for the past 26 months. Aside from family and close friends, we spent more time in (virtual) community with each other than with almost anyone else. We were motivated by our love for First UU and buoyed by the generosity of so many of you.

Anne-Marie McCartan & Kevin Thrasher, Co-chairs

Steering Committee
Marjorie Crowder, Thomas Foster, Dorothy Gerena, Joe Rupp, Erica Sims, Diana Vincelli, Gary Zwicker
EMBRACING OUR FUTURE
Capital Campaign Timeline

2019

October
Congregation votes to approve a $2 million capital campaign

November
President Jim Armstrong names a Capital Campaign Steering Committee (CCSC) and charges it with conducting a campaign through 2020. Anne-Marie McCartan and Kevin Thrasher agree to serve as co-chairs

December
CCSC begins organizing its work

2020

March
Board grants a request from the CCSC to pause work to consider the impact of the pandemic

August
CCSC resumes meeting and receives approval from the board to extend its work through 2021

November
Liz Coit of Stewardship For Us is hired as the campaign consultant
Anne-Marie McCartan agrees to serve as volunteer Campaign Manager

February
CCSC recommends to Reverend Sherman Logan that a Task Force on Roofs and Clean Energy Improvements be named to determine likely costs of addressing problems with the roof and installing solar panels along with making other improvements in energy usage

April
CCSC chooses “Embracing Our Future” as the campaign slogan
Task Force on Roofs and Clean Energy Improvements, led by Tom Norton and Joe Rupp, reports out its findings

May
Liz Coit conducts a Financial Feasibility Study, interviewing 38 households. Her findings indicate that we should be able to raise just under $1 million

June
With the Board, CCSC co-hosts a going-away celebration in the Courtyard for Reverend Sue Sinnamon and Music Director Diane Woodruff

Summer
CCSC continues to meet; campaign materials are developed

August/September
Two video conferences are offered to the congregation for presenting the findings of the Financial Feasibility Study and the Task Force on Roofs and Clean Energy Improvements

September
Trained volunteers begin canvassing leadership donors (members of the Board, ministers, CCSC, and those with a history of generous giving)

October
Campaign kickoff events are held, announcing $800,000 in leadership gifts

December
Conclusion of active canvassing, with nearly 100 households visited in person or virtually

2021

January
Wrap-up activities, including writing a final report for the Board and congregation

May/June (TBD)
Campaign celebration

Donations will be received through December 2023
Of the $2 million goal approved by the congregation in October 2019, $1,307,000 has been raised to date. As shown in the table (above), costs for the mortgages and campaign expenses are now lower, and the estimated cost for the roof work is considerably higher (see Appendix 1 for estimate of project costs). As the Board has prioritized the roof and energy project and debt reduction, no funding is anticipated to be available for a capital replacement reserve, staff transitions, and pledge shrinkage.

### Capital Campaign tasks and priorities

<table>
<thead>
<tr>
<th></th>
<th>As adopted by congregation 10/13/19</th>
<th>As of 01/15/22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Church Renovation Mortgage Satisfaction</td>
<td>$990,000</td>
<td>$888,500</td>
</tr>
<tr>
<td>Garrett Street Mortgage Satisfaction</td>
<td>$95,000</td>
<td>folded into renovation loan, above</td>
</tr>
<tr>
<td>Roof Replacement</td>
<td>$280,000</td>
<td>$900,000(est) incl. energy improvements</td>
</tr>
<tr>
<td>Capital Replacement Reserve</td>
<td>$120,000</td>
<td></td>
</tr>
<tr>
<td>Staff Transition Expenses</td>
<td>$155,000</td>
<td></td>
</tr>
<tr>
<td>Campaign Expenses</td>
<td>$200,000</td>
<td>$ 24,400</td>
</tr>
<tr>
<td>Pledge Shrinkage</td>
<td>$160,000</td>
<td></td>
</tr>
</tbody>
</table>

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### Participation rate

Several challenges confronted this campaign. The most recent capital campaign was approved in 2012, with members making contributions through 2015. Thus, many members who supported that campaign to renovate the church felt as though they had only recently finished making their contributions.

Further, the backdrop for the fundraising portion of the campaign (September-December 2021) was the coronavirus pandemic. This harsh reality impacted the campaign in several key regards:

- The pandemic hit some members particularly hard—through job losses, challenges of online schooling, lack of reliable childcare, and simply the emotional effect of the isolation and uncertainty that many experienced. For these people, finding funds to support the church’s capital needs was not high on their priorities.

- The church suspended building-based events in early March 2020 and largely remained closed for in-person services and small-group meetings throughout the campaign. This severely limited the ability of the campaign committee to make announcements in person, chat with people at coffee hour, set up a table with literature and have representatives available to answer questions, and to be able to drop in on small-group meetings.

- Without our usual activities, it was difficult to determine who remained active in the church and who might have chosen to become inactive. Further, a number of people weared of online services and stopped “attending” on a regular basis – thereby missing periodic announcements and sermons about giving. We spoke with some members who chose not to support the campaign because of dissatisfaction with the handling of returning to church or religious education during this period.

Despite these extraordinary challenges, the extent to which members participated in the campaign is remarkable. Their love of First Unitarian Universalist is so deep and strong that many made generous commitments to the campaign.
We set an ambitious goal of having 100 percent participation in the campaign. Our goal was based on a listing of all households (“giving units”) who had made a contribution to the annual fund in FY19 or FY20. This number totaled 332 households, 115 of which included a second member, for a total number of 447 active members. (This number does not include persons who joined the church after June 2020 and made a contribution, nor those who consider themselves church members but do not have a recent giving history.)

As might be expected, the rate of participation in the capital campaign declines in relation to annual fund giving. This posed a challenge as a full 75 percent of the congregation contributes under $3,000/year. Ultimately—despite telling members that contributions of any amount would be valued—only 56 percent of households made a commitment.

Ten church members told us they would not be supporting the campaign, mostly because of financial circumstances or ill health. Several others moved or resigned their membership. Others who have not committed to date simply did not respond to mailings, emails, and phone calls, or were unaware of the campaign.

### Commitments to the Campaign

A total of 178 households made commitments. Gift amounts ranged from $5 to $125,000. (See Appendix 2 for Donor List.)

<table>
<thead>
<tr>
<th>Households</th>
<th>Commitment</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>&gt;$100,000</td>
</tr>
<tr>
<td>8</td>
<td>$30,000 - $99,999</td>
</tr>
<tr>
<td>11</td>
<td>$20,000 - $29,999</td>
</tr>
<tr>
<td>7</td>
<td>$15,000 - $19,999</td>
</tr>
<tr>
<td>27</td>
<td>$10,000 - $14,999</td>
</tr>
<tr>
<td>20</td>
<td>$5,000 - $9,999</td>
</tr>
<tr>
<td>71</td>
<td>$1,000 - $4,999</td>
</tr>
<tr>
<td>41</td>
<td>$1 - $999</td>
</tr>
</tbody>
</table>

### Income and Expenditures as of January 2022

- Loan payments and financing costs: $37,213
- Campaign expenditures: $24,400
- Available in campaign account: $652,000
Recommendations

Begin the roof and energy project
So many donors made all or some of their contributions up front (~$650,000) that President Denise Rimes has named Tom Norton to head the First UU Roof and Energy Improvement Project Team. The Team has begun making plans for this top campaign priority. Expect periodic reports from the Team, along with seeing evidence of progress when we are back in the building. Because most of the work will be external, the planners anticipate minimal disruption to church activities.

Celebrate the conclusion of the campaign
Typically campaigns end with a joyous celebration. As that is not possible due to the current health situation, we plan to do so later in the spring, likely in conjunction with an event such as a “groundbreaking” for the roof project, a piano benefit concert, or a farewell to outgoing minister Reverend Jeanne Pupke.

Plan for expending income
We recommend that CCSC representatives meet with Tom Grahek, Treasurer, and the Finance Committee to develop a strategy for how funds should be expended, to be forwarded to the Board.

Consider the future of 2900 Garrett Street
The Steering Committee concludes its work about $500-700,000 short of its initial ambitious goal. During the campaign, the question of whether the church should sell the Garrett Street house came up periodically. Those making a case to sell the house argue that, with a likely sale value around $400,000, proceeds could retire the renovation loan, thus freeing up $78,000 ($6,533/month in interest and principal payments) per year from the operating budget for years to come. In other words, sale proceeds around $400,000 along with anticipated income from the capital campaign by December 2023 would effectively eliminate the remaining mortgage. Additionally, short- and long-term maintenance costs for upkeep of the house are not budgeted.

Those believing the house should not be sold say that we will need the space to grow (for offices, classrooms) in the future. Further, the rental income provides about $10,000 annually toward the operating fund.

A few people suggested that, if the property were to be retained, the church should be purposeful in who could most benefit from renting it (e.g., ministerial interns; church members who are temporarily unhoused).

The Steering Committee is not of one mind as to the best disposition of the house. But we do agree that the Board should engage an outside consultant to conduct an analysis of the costs and benefits of retaining versus selling the property. Without such an analysis, to be reviewed by the Board and congregation, we are by default choosing to retain the mortgage over selling the property.

Appoint a Strategic Facilities Planning Committee
As we discussed previously with the Board, we see the need for an active facilities planning committee, as provided in the Church Bylaws. In addition to the team overseeing the roof/energy project, a standing committee is needed to attend to the upkeep of the building and grounds for future generations. Most immediately the committee can attend to deferred-maintenance items and, once the roof/energy project is completed, it can address recommendations made by the Task Force for additional ways to move toward reducing our carbon emissions.

Reconsider participation goals for future fundraising
Our goal of 100 percent of participation in the campaign was not realized, with 44 percent of households not making a commitment. Although this is similar to the participation rate (reportedly 50%) from the previous campaign to renovate the church, clearly we set an unrealistically high goal, hoping that our message of “no commitment is too small” would motivate everyone to pitch in. Future stewardship and capital campaigns should be cognizant of the difficulty in convincing members at all giving levels that their contributions are important as part of their participation in our church community.

A final note
Although the campaign was successful on many fronts, the bottom line is that it concludes leaving approximately $400,000 remaining on the mortgage. As more and more young adults and families find their way to our faith community, it seems unfair to saddle this generation with indebtedness that was not of their making and that they may not easily have the means to repay. In addition, as we seek a new senior minister in the coming year, ideally they would not be coming in confronted with this debt.

Thus, we welcome anyone who has not yet joined the campaign to do so going forward. Additional fundraising initiatives and commitments to the campaign will continue to be accepted through 2023. The church website and giving platforms will continue to offer “Capital Campaign” as a donation option. Please consider making or increasing your commitment to our church’s future.
# Appendix 1
## ROOF AND ENERGY BUDGET ITEMS

<table>
<thead>
<tr>
<th>ITEM</th>
<th>COST</th>
<th>SOURCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Roof replacement</td>
<td>$350,000</td>
<td>One written proposal and two verbal/informal estimates from roofing contractors</td>
</tr>
<tr>
<td>Edge buildup for insulation</td>
<td>$20,000</td>
<td>Estimate based on unit price from one contractor</td>
</tr>
<tr>
<td>Tectum deck replacement</td>
<td>$10,000</td>
<td>Estimate based on unit price from one contractor</td>
</tr>
<tr>
<td>Replace 7 sets of clerestory windows</td>
<td>$60,000</td>
<td>Estimate, budget quote received from one contractor</td>
</tr>
<tr>
<td>Facia replacement</td>
<td>$30,000</td>
<td>Allowance</td>
</tr>
<tr>
<td>Solar ready stanchions over Great Hall</td>
<td>$20,000</td>
<td>Estimate $5/sqft, Allowance recommended by subcommittee</td>
</tr>
<tr>
<td>Solar panels over Great Hall</td>
<td>$85,000</td>
<td>Quote from supplier</td>
</tr>
<tr>
<td>Construction manager and architect</td>
<td>$100,000</td>
<td>Estimate by subcommittee lead</td>
</tr>
<tr>
<td>Contingency/escalation</td>
<td>$225,000</td>
<td>33% based on current market volatility and to cover a portion of the upside estimate accuracy</td>
</tr>
<tr>
<td>Total Recommended for Budget</td>
<td>$900,000</td>
<td></td>
</tr>
</tbody>
</table>

Source: Task Force on Roofs and Clean Energy Improvements
August 2021
Appendix 2
CAPITAL CAMPAIGN DONORS

Janet Aardema and Dan Gagnon
   In memory of Lucia Bremer
Sharon Amoss and Robert Staley
Douglas Anchor
   In memory of Cynthia B. Anchor
Jim Armstrong and Anita Lee
Kate and Richard Barrett
Gary and Debbie Bartle
Leslie Baskin-Asip and Michael Asip
Barbara Beasley
Julien Belair and Jaime Lawson
Bob Blinn
James and Anne Blowers
Joel Blum
Eric Bowers and Stephanie Fox
Connie Boyer
Helene Bumbalo
Laura Cameron & Lee McCown
   In memory of Gary McCown
Rick Carr and Carol Jorgensen Carr
James R. and Diane Carter
Jean Carter
Sheila Chandler and Steven Saltzberg
Jean Clark
Jeffrey and Lorna Clark
Ginjer Clarke
   In memory of Peter Ericson
Craig and Jessica Coffey
Kelly Coleman
Donna Crawford
Marjorie Crowder
   In memory of Rowland and Marjorie Crowder
Janine and Paul Daniels
Lillian and Walter Dean
Wendy DeGroat and Annette Marquis
   In memory of Rev. Dave MacPherson
Dee DeRoche
Paul Dolci and Josie Sicheri
Diana Donald

Norma Doss
   In memory of Rev. Robert M. Doss
Donna Doyle
Darlene Dragavon
   In memory of Reverend David Hicks MacPherson
Joy Duke
   In memory of James M. Duke
Amanda Dulin
Carol Dunlap
   In memory of Honey Poo Pie Dunlap
Noel Einoff
Howard and Gloria Fabry
Autumn Fehr and Jeff Stutzman
   In memory of Rev. David Hicks MacPherson
Melissa Ferrell
   In honor of Rev. Rolfe Gerhardt
Thomas Fitzpatrick & Gretchen Garber
   In memory of Jeanne Pupke
Thomas and Helen Foster
Nancy Fowler and Sue Murdock
John and Sasha Freyer
Alex Gecker
Charles and Dorothy Gerena
Hazal Gokmen
Tom and Tina Grahek
Ralph and Jocelyne Graner
Rashida Gray and Reginald Gordon
Camille Harris & Dennis LaMountain
   In memory of Rev. Jeanne Pupke
   In memory of Charles MacLean
Rev. Faith Harris
Charlyn Harrison
Reggie and Barbara Henderson
Thalia Hernandez
Dorothy Hollahan
Raidah Hudson
Diane Hyra
Harvey Iwata
Suzanne Jenkins
Douglas and Barbara Jones
Evaline Jones
   In memory of Edgar Montell Stanley and Haziel Stanley
Anne Joseph
Harvey and Karen Joyner
Katherine Judd
   In memory of Bill Judd
Larry and Audrey Kalbach
Mike Kane and Kathryn Spring
J. Michael Kastner Jr. and Mindy C. Fast
Billie Kelley
Joe and Mary Kent
Karen and Ben King
Russell R. Klemm, Jr., and Linda W. Klemm
George and Patricia Knight
Pam, David, and Carolyn Kovacs
Larry Kruger and Catherine Merchut-Kruger
Janice Kuhns
Samuel and Aleksandra Kutscha
Laurence Landon
   In memory of Les and Joyce Landon
Amanda Lawrence
   In memory of Rev. Jeanne Pupke
Sharon Levine
   In memory of Margaret Levine
Joan Lewis
Rev. Sherman Z. and Franka Logan
Jerome Lonnes
   In memory of Laurel B. Lonnes
Leigh Ann Luscan
Adele MacLean
Dianna MacPherson, Greg Greenway and Erin MacPherson
Alice Marshall and Frances Brune
Christine Mathews
Kevin Mautte
Gerald and Laura May
Phyllis Tyler McCafferty
   In memory of Rev. David Hicks MacPherson
Anne-Marie McCartan and John Accordino
   In honor of Rev. Jeanne Pupke and Regina Largent
Ted Merriman
Elizabeth Miksovic
Catharine and Greg Moser
Eliot and Annette Norman
   In memory of Shirley Norman-Regal
Thomas and Catherine Norton
Elisa O’Brien
   In honor of Rev. Jeanne Pupke
Robert Odor
Robert Odor, Jr.
Stan Orchowsky and Sarah Woodhouse
Lynn Pappas
Ellen Parnell
   In memory of Dr. Basil B. and Ruth Jones
Jon Pildis and Christy Schragal
JoAnne Powell
Rev. Jeanne Pupke and Regina Largent
Bari Ramsey and Hayat Bain
Carolyn A. Raskind
Fricka Raycroft and Ned Haley
   In memory of Peter Ericson
Patricia Reddington
Stephen Retherford and Denna Joy
Donald Retzer
   In honor of Marjorie Crowder
Denise Rimes
   In honor of the service and ministry of Rev. Jeanne Pupke
Jean J. Robinson
Bob Rogers and Janet Goin
   In memory of Kathleen van Paasschen and Ian Finlayson
Carolyn Ross
Joe Rupp and Kristin Saybe
Margaret Rush
Kathy Ryan
   In memory of Al Copolillo
Ulises C. and Sandra Sanroma
Kathy Scott
Anne-Marie Irani, Lawrence and Natalie Schwartz
Mary Secret and Doug Greene
Alexandra Short
Suzanne and Warren Short
Gill Sigmon
Charlene Sinclair
Tamara Smith
   In honor of Adele MacLean
   In memory of Lenny Blackwood
Diane and Bob Sneed
   In memory of May and Dudley Brill
Lois Stanton
Margaret Stokely
Patricia Sunko-Imhof
   In memory of Peter E. Imhof
Jan and Ray Tarasovic
Ben Teresa and Erica Sims
Michael Trestman
Christina and Kevin Thrasher
Justin B. and Beth Tolley
David Tucker
   In memory of Rev. Jeanne Pupke
Barbara Tulli
Martha Tyler
   In memory of Eleanor Kaiser
Todd Van Gordon and Patricia McNaught
Linda Van Tuyle
Diana Vincelli
Chris Walsh
Patti and John Warrick
George D. Watkins
Douglas and Carol Wayne
Katherine Weber and Betsy Shaver

Mary Weiser
Jerry and Sarah Weissberg
Louise Hermine Werner
Sally Wetzler
   In honor of Rev. Jeanne Pupke
Ben and Motoko Wharton
DeWitt Whittington
   In memory of Louise Pendry Whittington
Rick and Laurie Williams
Susan and Ron Williams
Susanna and Brian Wilson
Ann Woodlief
   In memory of Ray Woodlief
Arnold and Diane Woodruff
Terri Wulf-Heller and James Heller
   In memory of Robert Wulf
Gina and Stephen Wurfel
Sally Youngs
Gary and Marcia Zwicker
Anonymous (11)
Anonymous
   In memory of Nigel Barton
Anonymous
   In memory of Reverend David MacPherson