



Space Criteria Document

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Hundreds of Members & Visitors who participated in the
September 2018 design charrette and on-line survey

With heartfelt thanks to all who contributed to this Space Criteria and Programming Document, including the hundreds who took part in the Dot Voting exercise (both in person on Sunday, 9/23/18, and via on-line survey in the surrounding weeks) and the following staff and lay experts who were consulted in October 2018.

JUC Staff	Accessibility & Inclusion	Hospitality & Food	Sustainability	Justice & Community Programming
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I. Executive Summary

Jefferson Unitarian Church seeks to find a new, larger location in Jefferson County from which it can grow more fully into its mission to deepen, connect, and engage with the world.

The church is a vibrant congregation, advancing progressive Unitarian Universalism in Golden for 59 years, most of which have been based at 14350 W. 32nd Avenue in the Applewood neighborhood. Its membership hovers around 800, limited by the space of its current campus, with several hundred additional returning visitors.

JUC's Mission

To nurture our spiritual community, grow Unitarian Universalism, and transform the world beyond our church walls.

Three primary aspirations motivate the Making Room initiative:

- **Welcome All** - Provide easy to access, comfortable space for our members and visitors in a divided world.
- **Grow our Ministries** - Have the space to expand our spiritual, educational and community offerings, and become a resource to other churches in our association.
- **Engage our community** - Bring Jefferson County together by having a space we can share generously.

Current Space Utilization at JUC

The JUC campus is much loved and heavily used seven days a week.

There are two Sunday morning services with a weekly average attendance (throughout fiscal year 2017-18) of 475, and 258 children age 0-18 are registered in the Religious Education program. Every available space is used to its maximum on Sundays, with significant shortages that negatively impact programs and activities. Even with the best use of existing space, there is no room for any adult programming on Sunday mornings. There's also pressure on attendees of the first service to not linger at coffee hour so there's enough parking for the second service.

Space challenges go well beyond Sundays. Daytime tenants use group room and sanctuary space, and evenings are filled with meetings, musical practices, classes, special events, and other offerings. Scheduling is a significant challenge for all spaces, from the sanctuary to the

chapel, class/meeting rooms, the kitchen, and more. JUC members are resilient and creative, making the space work as well as possible, but there is a limit to how the campus can be utilized and it has long limited the programming and activities that are desired.

Space limitations also impact our desire to be “a spiritual center with a civic circumference.” JUC has long hosted community forums on local issues, and attendance often outnumbers our seating and parking capacity. At a recent event, one of the speakers was late because she had so much trouble finding a place to park.

Future Space Needs for JUC - a Snapshot

Through the fall and winter of 2018, the JUC community undertook a detailed design review, which we titled “From Dreaming to Defining.” It has helped us to identify what our current and anticipated needs are from a space programming perspective. That we currently utilize well and creatively our roughly 20,000 sf campus is marvelous, but the needs we have far outstrip our campus. To be our best selves and grow into an even more vibrant JUC, we’ve identified the following space needs based on the full utilization of our current facility and the growth that we anticipate our programs and membership will have:

- JUC needs more than double the square footage that we currently have, at least 40,000 sf of functional indoor space.
- The sanctuary needs to double from 3,000 sf to 6,000 sf.
- Fellowship areas are necessary with excellent acoustics and convenient nooks of varying sizes for individuals and groups to sit, mill, visit, and comfortably interact.
- JUC’s vibrant music program needs a four-fold increase from 970 to 3,500 sf.
- Lifespan Religious Education programming requires double its current square footage to best serve youth (ages 0-18), young adults, adults, and families. Specifically, moving from 6,240 sf in shared spaces that are cobbled together on Sunday mornings to just over 12,300 sf in dedicated RE group rooms.
- Flexible Small Group meeting rooms that can accommodate meditative practices and varying sized groups, requiring double the space now and more over time.
- Support Space overall needs a 40% increase from 1,455 to 2,400 sf. This includes a doubling of overall storage space (from just under 1,700 sf to 3,550 sf) and an increase in kitchen size (600 to 1,000 sf).
- Office space requires a 35% increase from 1,700 to 2,600 sf to provide enough work spaces for staff and ensure the ability to have private conversations for key ministerial and pastoral support roles.

- Additional facilities to better accommodate JUC's programs that provide shelter, specifically Family Promise, including showers, private sleeping rooms for the four families we host four times a year, a place to gather together, and laundry facilities.

There are several entirely new spaces that would benefit JUC's current and anticipated programming needs, including the following:

- A new 'Community Hall' - a larger, highly flexible space distinct from both Sanctuary and Chapel, which are both heavily used currently.
- Additional critical rehearsal space for JUC's dynamite music program.
- Additional RE rooms, which can double as enhanced shelter quarters.
- Space that can serve as a lounge/community area for Family Promise.
- A coffee bar area separate from the kitchen.

II. Project Background

Making Room Process

The Making Room initiative began in August 2017 when the JUC Board of Trustees identified the challenge of limited space that was restricting both the church's current functioning and continued growth. They created a Big, Hairy, Audacious Goal (BHAG) to have a "viable plan to free JUC from the limits of our campus in order to live more fully into our mission by May 1, 2018."

A search area was identified. A Property Evaluation Task Force was formed and began evaluating all property options within it — our current campus, vacant land, and existing buildings. The current JUC campus was deemed neither viable nor desirable to expand. This is due to inability to acquire surrounding property, prohibitive expense, lack of public transportation, and neighborhood resistance.

A series of eleven forums were hosted from December 2017 to early April 2018 to involve JUC members and visitors in the discussion. The 90-minute forums offered congregants a chance to voice their thoughts and questions, and they were structured to collectively prioritize the constraints of the current campus. A total of 106 individuals participated.

The JUC Board also hosted an all-church congregational briefing held between services on Sunday, March 4, 2018, to share a factual update about the initiative. A total of 87 index cards

were collected with comments and questions from attending JUC community members. FAQs for common questions remain posted on the [Making Room website](#).

In early February, a contract project management team of three, referred to as “the Posse,” was formed to help coordinate JUC’s Making Room activities. Debby Bower, Dea Brayden, and Chris Sealy work as an extension of the JUC staff and focus on the three main strands of Property, Finances, and Congregational Involvement. In early 2018, the Posse’s focus was on preparing JUC for the first of two all-congregational votes required to purchase a property. The Posse prepared a series of videos, utilized the [Making Room website](#) as a central hub of information, coordinated weekly information tables, and more.

JUC also contracted with two fundraising consultants from Stewardship for Us to advise on financial considerations for a possible move. Kay Crider and Rachel Maxwell visited JUC for a Next Steps Weekend in March 2018. They conducted an online questionnaire and met with multiple groups to gather information and provide recommendations about how to meet JUC’s Making Room goals.

The consultants made a [stewardship presentation](#) (Appendix H) to the congregation on Sunday, March 11. They estimated that JUC could comfortably anticipate raising \$2.4 - \$4 million for property purchase and renovation. Once a property is recommended by the Board to the congregation, the consultants will help guide us through a capital campaign.

On April 15, 2018, a [Special Congregational Meeting](#) was called for Vote #1 - “Does the congregation authorize the Board to pursue options for a larger property within the designated search area?” Of 342 votes cast, 87.7% provided an overwhelming Yes vote.

JUC’s Design and Space Programming Process

In the fall of 2018, JUC undertook a design review process to fully evaluate our current property and identify the programmatic needs for a future property. This was dubbed “From Dreaming to Defining,” and included both qualitative and quantitative evaluations.

For the qualitative portion, the JUC congregation had both online and in-person opportunities to weigh in on the Making Room project goals, a series of open ended questions on space needs, and eight categories of possible campus images. These results are further detailed in the Appendices.

For the quantitative portion, staff and lay experts met in six meetings to identify what we called nitty gritty space needs. The conversations were very detailed and are shown in both the Space Needs Spreadsheet of hard data and the narratives.

The intention? We want this Comprehensive Design Criteria Document to provide a roadmap for the design to make any future “space” our “JUC place.”

Resources:

- [Making Room website](#) - the central hub
- [Video Voices](#) - various JUC staff and lay members identify issues
- [Finding Room](#) - blog entries detailing the challenges of limited space on current JUC programs and activities

Anticipated Next Steps

JUC's Board of Trustees will recommend to the congregation a property when it has been appropriately vetted and recommended by the Property Evaluation Task Force. This announcement, the Property Reveal, will be a grand celebration and will kick off an extensive evaluation of the property and all the financial considerations.

These steps are anticipated after the Reveal:

- Due diligence of the property (environmental, code requirements, etc)
- Financial Feasibility Study conducted by the stewardship consultants to more narrowly identify the likely fundraising capacity of a capital campaign
- A capital campaign - 3-month quiet phase, focusing on leadership-level contributors, and a 3-month general congregation phase
- Architectural design (referred to as 30% design)
- Cost estimates for all renovations - both to get the new facility ready for move-in and any future phases to achieve “Church Beautiful”
- Extensive opportunities for congregational inquiry and input

These activities will culminate in a “Vote #2” by the congregation. This vote will be very specific, along the lines of “Do we want to purchase XXX property for \$AAA amount, with MMM financing structure?” Our bylaws require a two thirds vote of the congregation for the Board to authorize the purchase or sale of any property.

Mission Statements - JUC and Making Room

JUC Mission Statement – *To nurture souls, grow Unitarian Universalism, and transform the world beyond our walls.*

Making Room Project Statement – *To preserve what we love about JUC and unlock our potential...*

- *To transform the world*
- *For the future*
- *To live into our mission*

Making Room Project Goals

These were initially identified by the JUC Board of Trustees in August 2018 and JUC members and visitors voted on their prioritization in September 2018. See Appendix A.

1	Ensure an indoor/outdoor connection that emphasizes natural space	45%
2	Provide bigger, better spaces for Religious Education (RE)	42%
3	As a community convener, provide bigger, better spaces for external partnerships and community events	39%
4	Expand our programs that offer shelter (e.g., Family Promise)	36%
5	Prioritize sustainable design	35%
6	Facilitate access to JUC - from parking to bus routes to ADA requirements	25%
7	Facilitate multigenerational community	23%
8	Create a space that is inviting and embracing for social gatherings	14%
9	Provide bigger, better spaces for worship	12%
10	Create safe play spaces that accommodate all age groups	9%
11	Provide more quiet, intimate spaces (e.g., meditation and small group spaces)	9%
12	Accommodate different events simultaneously	6%
13	Create meeting and office space with appropriate technology and sound proofing	6%

Stakeholder Groups

In October 2018, representatives from the following groups were consulted about space and programming needs. As we continue the design process, there will be additional opportunities to meet with JUC members and facility users, all of whom are key stakeholders in the Making Room initiative.

- Religious Education
- Small Group Ministry
- Family ministry
- Music
- Staff
- Worship
- Pastoral Care
- Sustainability
- Justice and Community Outreach
- Hospitality and Food
- Accessibility and Inclusion
- OLLI (Univ. of Denver program)

II. Space Program & Design Criteria

Main Congregation Spaces

Sanctuary & Chancel

As the heart of gathering for Jefferson Unitarian Church, the sanctuary plays many roles throughout the week. It is the primary congregational worship space and in a larger church home, JUC is eager for it to better accommodate a greater number of its current and growing congregation. The current Applewood sanctuary seats 250, which is less than one third of the congregation's membership without counting regular visitors. JUC would be well served with at least double this occupancy in a comfortable, formal but flexible space.

During the week, the sanctuary hosts large group meetings (OLLI), guest speakers (Green Task Force, political forums), and other community events. The space needs to be warm and inviting, yet perform to a high level for acoustics, crowd comfort and flexibility. It should evoke awe and wonder with abundant daylight, natural finishes and crisp, clean design aesthetic.

The sanctuary/chancel needs to be able to accommodate different presentation media and musical groups and configurations including ...

- Choirs up to 80 singers plus as many as fifteen acoustic instruments
- Handbells
- Acoustic and electric band music
- A grand piano
- Lecture forums
- Worship
- Debates

Technical requirements - Systems needed for these events will include...

- Theatrical lighting
- Professional audio
- Large video screen(s)
- Tuned acoustics
- Hearing assist
- Livestream technology
- Adequate power distribution to accommodate variety of AV configurations
- Internet and WiFi connections
- Daylight controls should allow for room darkening when needed
- All controlled from a central sound booth with secondary controls at the chancel
- Sound booth should have lockable storage for mics and other audio equipment

Adjacent spaces

- Robing room for ministers
- Storage for music, audio and other equipment regularly used during services
- Crying room
- Commons

Chapel

The chapel is the secondary gathering space for JUC. Events typically held in the chapel can include group meetings, memorial services, dedications, lectures, film screenings, children's chapel, community gatherings, etc. The space should be special and feel calming and welcoming. It should be flexible with no fixed furniture. Connection to outdoors with good daylighting.

Technical requirements –

- AV/IT systems with projection screen
- Good acoustics
- Distributed power
- Daylight controls (shades)
- Storage

Commons

The commons is the church's central informal gathering space. It's the first impression, the informal connection and the warm embrace of the congregation. The space should be large enough to accommodate several activities simultaneously between services or during active weekday evenings. The space should be flooded with daylight, welcoming and have a strong physical connection to the outdoors.

Some specific spaces within the commons should be ...

- Welcome reception area – Should be welcoming, clearly identifiable with some sort of desk/table, space for information, signage.
- Coffee Bar – Separate from the kitchen, staffed station with sink, storage, service area and trash / recycling.
- Soft seating for smaller groups – Should have a variety of configurations
- Information boards (digital & bulletin boards) – primary information at or near reception. Secondary information at strategic points within the commons designed to maximize visibility without impeding circulation.
- Space for display tables – Between services for the various group efforts to share information. There can be up to 10-12 tables on any given Sunday.
- Storage

- Restrooms – Per code, including unisex and family facilities (possibly with separate toilet and sink functions to allow for single occupancy toilet space).
- Facilities for bridal preparation, including large mirrors and bright lighting.

Some primary adjacencies should be ...

- The sanctuary
- Nursery / preschool
- Outdoor space (patio)

Community Hall

The Community Hall is a new function for JUC. It is intended to be a large flexible gathering space that is not the sanctuary or the chapel. The space should be able to accommodate up to 250-300 occupants for various functions such as the yearly auction, sit down receptions, lectures, youth events, memorial services, etc. The community hall is also not a gym. Though certain circumstances may require the use of a gym in order to accommodate the higher end of the occupant requirement. The events less than 200 occupants could use a smaller space that is not a gym. The space should have an outdoor connection.

Technical requirements –

- AV/IT systems with projection screen
- Good acoustics
- Distributed power
- Daylight controls (shades)

Some primary adjacencies should be ...

- Catering kitchen
- Outdoor space (if possible)
- Restrooms
- Storage

Administrative Spaces

Administrative Suite

The administrative suite is the main office area for JUC. It houses church leadership (senior ministers, Director of RE, Minister of Music, Church Manager) and support staff. The suite should be located in an easy to find spot with some access to the front door. It does not necessarily need to be located at the front door. The space should include some room for growth, collaborative work space, JUC branding and daylight. The suite should also be able to be fully locked down when not in use.

Reception – The reception area should be clearly identifiable with JUC branding and a reception desk. It should include a waiting area for four people.

Private Offices – Private offices should all be of the same configuration (120 sf). Finishes should be carpet, painted gyp walls and LED lighting with acoustic ceilings. Acoustic separation between offices should be included.

Shared Offices – at roughly 150 sf, these offices should be able to accommodate up to three occupants. Finishes should be carpet, painted gyp walls and LED lighting with acoustic ceilings. Acoustic separation between offices should be included.

Open workspace – this is an open space with work tables for impromptu meetings, volunteer work or other such functions.

Print / Copy / Storage – Adjacent to offices and workspaces. The room should have upper and lower cabinets, workspace countertops and an attached storage closet. Finishes should be carpet, painted gyp walls and LED lighting with acoustic ceilings.

Conference – A conference room for 20 people with finish levels appropriate for meetings of the JUC board and other large groups. Wall mounted video monitor, whiteboard space, video conferencing, daylight controls and acoustic separation.

Kitchenette – For staff use. Refrigerator, sink, microwave, coffee maker. A stove, if code allows.

Additional requirements –

- A digital room scheduling system with wall mounted access points at each group room, community room, etc. similar to a Condeco system, if cost available.

Music

Music is at the foundation of JUC. On any given day, some space within the church is being used to advance our musical heritage. As part of the relocation, JUC would like to take this opportunity to create some critical rehearsal space that is not available currently. For precedents look at Bethany Lutheran Church, First Plymouth UCC and St John's Episcopal Cathedral.

Adult Choir Rehearsal Room – the adult choir room should be sized to accommodate up to 80 singers plus several acoustic instruments and a grand piano. The room should have built-in risers and a center focal point. Wall mounted whiteboard and digital display, built in audio and equipment rack and internet connectivity. Cubbies storage for choir members (like mail slots). Good room acoustics with separation from adjacent spaces. Adjacent to choir music storage room and other music spaces.

Choral Rehearsal Library – separate space adjacent to adult rehearsal room for storage of sheet music. Currently housed in twelve filing cabinets, expect to increase size of library by 25-50%.

Children's Choir Rehearsal Room – This is a flat floored space large enough to accommodate up to 40 children plus instructors and some instruments. Space should include wall mounted whiteboards and digital displays, built in audio, internet connectivity and adequate power. Good room acoustics and separation from adjacent spaces

Band Rehearsal Room – Space should be able to accommodate electric and acoustic bands. Include space for a backline drum kit sound system, floor monitors and built in mic.

Storage – Instrument storage adjacent to choir rehearsal rooms. Two large metal cabinets for storage of hand bells must be lockable. Plus children's instruments, music stands, extra AV equipment. Needs to be lockable and have built in shelving.

Religious Education and Family Ministry

Religious education at JUC is rapidly growing. The current program is limited in offerings due to constraints of the current campus. The RE program services youth from birth through eighteen years with nursery, preschool, kids programs, OWL (Our Whole Lives) and YRUU (Young Religious Unitarian Universalists). Programming is held throughout the week, weekday evenings and weekends, with Sunday morning being the largest block of use.

RE Group Rooms (SM/M/LG) –

Small Rooms (4) – These spaces should be less formal group room space and more hang out with colorful environment and soft seating that can be easily rearranged. There should be wall mounted writing surface (whiteboard), a wall mounted video monitor, and WiFi. These spaces can also be used for adult small group meetings and similar programming. Daylighting would be nice, but not critical.

Medium Rooms (8 rooms: 46sf/person, 15 people) – These are more traditional active learning environments, movable worktables, wall mounted whiteboards, wall mounted digital monitor with built in audio and WiFi connectivity. Each room should have built in upper and lower cabinets with sink along one wall. Daylighting and access to the outdoors would be preferred. Spaces will serve other functions besides RE classes.

Large Room (1 room: 46sf/person, 50 people)– this space is intended for gatherings of up to 50 children for Children's chapel, YRUU functions (hangout and overnights) and other large gatherings. Space should have no fixed furniture, and should have wall mounted projection, built in audio and WiFi connectivity. Near restrooms, kitchenette and game room / kids lounge. Daylight and access to outdoors would be good.

Nursery / Preschool – the nursery and preschool rooms should be centrally located and adjacent to the commons and sanctuary. The spaces should have restroom facilities, upper and lower cabinets with a sink, soft surfaces, access to secure outdoor play area and daylight.

Game room / Kids Lounge – simple space for kids, centrally located near large group room, kitchenette. Wall mounted digital display with WiFi connectivity.

Copy/Storage/Kitchenette – Storage for large items, tables & chairs, a copy machine for RE use and a kitchenette with sink, refrigerator, and microwave.

Family Promise

Family Promise is a program where JUC opens its facilities to house families that are experiencing homelessness. Currently, JUC hosts families four weeks a year and uses group room/meeting space as overnight accommodations. If adequate space was available, there could be a discussion regarding expanded service.

Ideal configuration would be a college residence hall suite arrangement with separate rooms for each family (x4) connected to a central hangout / lounge and access to restroom and shower facilities. The space needs to be secured from the rest of the facility and has a separate entrance away from the front door. Access to a playground and a smoking area is also preferred.

Family Rooms – (4) These rooms should have space to accommodate beds (2 rooms require 6 twin cots, the other 2 rooms hold 4 twin cots), storage for clothes and personal items. Rooms will need to have windows with window coverings.

Lounge area / community space – Large enough to accommodate 15 people for meals at tables, along with TV lounge space, kitchenette with fridge, sink and microwave, workspace with computer docking stations for children to do schoolwork, and storage (currently 4 large bins and 4 stackable bookcases).

Shower / Laundry facilities – Private shower rooms (x2) can be combined with accessible restroom. Laundry facility will service all of JUC's needs.

Storage – large storage adjacent to space. Need to store bins of toys and home items, beds, linens and other items. Currently using a full storage shed with extensive additional storage in devoted volunteers' homes.

Kitchen - JUC's current kitchen is fully utilized, including all cupboards and the stove. Currently, hot meals are brought in, but the stove is frequently used for keeping food warm and heating vegetables. With different facilities in future, meals might be prepared on site.

Small Groups

Small groups are the foundation for connection within JUC. Like RE, the small group initiative is also currently constrained by space. Many spaces accommodated in other functions can double as space for small group use (e.g., RE group rooms). But, during design, additional spaces of various scale and nature should be incorporated at every opportunity by capturing the space between functions and creating design of larger gathering areas (commons, patio space).

Individual Reflection – small spaces, preferable with a view, for individual seclusion and reflection. Private, or semi-private, soft seating, away from circulation but easy to stumble upon.

Impromptu Spaces – Small spaces for impromptu conversation. Soft seating, in or near central gathering spaces (e.g., commons, outdoor areas)

Group Meeting Spaces – Much of this need can be met with the inventory of spaces already programmed (group rooms, etc.). Additionally, if opportunity presents, spaces should be modified in order to serve as meeting accommodations for groups up to 12-15. These spaces should have wall mounted digital displays, or access to a mobile display cart. Finding an additional space to host yoga and guided meditation would also be desired.

Large meeting space (100 people) – This can be accommodated within the chapel or community hall space.

Storage – Storage needs can be combined with other storage functions. Primarily storing flip charts and literature.

Food Service

Like music, food is at the center of the JUC community. The kitchen in the current facility is used almost seven days a week to provide meal service and coffee to a host of events ranging from a few people all the way up to 150+. The current space is too small and cramped to function efficiently. A larger space, especially if it were a functioning commercial kitchen, could also potentially provide some revenue through rental to catering groups. The kitchen should have direct access to the community hall and the commons with nearby access to the sanctuary and chapel.

Some criteria for new kitchen space

- Dedicated storage for kitchen and food service. Platters, crock pots, chafing dishes, etc... approximately 150 sf
- Dishwasher and commercial sterilizer (currently the sterilizer is not used and the dishwasher is a standard home-sized dishwasher)
- Energy efficient appliances as much as possible
- Double refrigerator
- Large chest freezer. Does not need to be in kitchen, but should be nearby (e.g., in storage area)
- Adequate space for circulation. Separate prep and cooking areas.

Coffee bar – A coffee prep and service. Should have a sink, storage, counter for serving and adequate power. Should be centrally located in the commons.

Partnership Space (Leased Space)

Partnerships are critical to the success of JUC in achieving its mission. JUC currently has several established relationships with groups that use space in the facility. JUC would take advantage of additional space in order to increase engagement with these groups and others.

Shelled Space – This is vacant square footage that would be finished out to accommodate a leasing tenant. While not specified at present, JUC has had conversations about making room for allied groups who wish to collocate.

OLLI (Osher Lifelong Learning Institute - through Univ. of Denver) – OLLI is JUC's largest tenant. They currently use most of the space during weekdays and would be expected to continue and grow into any new space JUC occupies. A full list of their needs can be found in Appendix D. Most of the spaces are already accommodated in other parts of this document and would be shared by OLLI. Here are some major points...

- Available kitchen facilities for some classes
- Adequate number and varying room sizes to accommodate large and small classes with adequate number of suitable tables and chairs; specifically:
 - Each group room listed must be available for 2 OLLI classes per day:
 - 4 group rooms available 4 days per week that accommodates at least 30
AND
 - 2 group rooms available 4 days per week that accommodates at least 60
AND
 - 1 group room (sanctuary) available 5 days per week that accommodates at least 200 **AND**
 - 1 room that accommodates exercise classes at least 2 days per week
AND
 - 1 room that accommodates arts/crafts (can tolerate the messiness of painting classes) at least 2 days per week
- A small office for OLLI sufficient for a desk, and areas for storage of equipment/supplies

Outdoor Space

Connection to nature is fundamental in Unitarian Universalism. A variety of spaces for play, reflection, memorialization, gathering are needed in order to make any location a JUC home. Needed spaces are ...

Central gathering courtyard – this is the main outdoor space and the heart of JUC. This space should be green and shaded with hard surfaces for events and soft surfaces for play and relaxation. It should be immediately connected to the commons and near the sanctuary. Proximity to the playgrounds is also preferred.

Playgrounds – Play areas should incorporate natural elements and landscape. They should also be appropriate for several age groups. Separate play area for preschool/toddlers and older kids. See precedent images in Appendix A.

Preschool – fenced play area with direct access to preschool and nursery.

Natural Play Area – partially or fully fenced with a single access point adjacent to the outdoor gathering courtyard.

Play field – A play field for games and outdoor group activities.

Garden Space – Adjacent to the courtyard, if possible. There is also interest in food gardening on site, as well as the possibility of a “food forest” (<https://www.hobbyfarms.com/permaculture-food-forest-farm/>).

Accessibility, Inclusion, & Codes

Inclusivity is a principal element of Unitarian Universalism. JUC’s space should reflect this both from a policy stance as well as from a physical impression. Any design of new space should follow guidelines laid out in the Americans with Disabilities act and the best practices of barrier free design. Below are some of the input we received regarding this issue.

- ADA is a baseline. Also look at equity and go beyond ADA. Work on making things integrated and more accessible to everyone.
- High contrast can help, beware of competing patterns (floor, lights, walls) - can increase dizziness, distort vision, and make discerning space hard.
- For shuffling members, it’s hard to go up a ramp. Railings are helpful.
- Things that stick out of walls at head height (fire equipment) are hard for the visually impaired.
- Wall texture matters. Brick can be challenging to touch with comfort if one needs to use the wall for balance or positional feedback.

- “We want what we have, just more of it.”
- Family bathroom- keep please!!! Great for kids, families, and adults who need assistance.
- Non-gendered bathroom space
- Changing table in all bathrooms
- Accessible playgrounds and chancel (for those in walkers, wheelchairs, knee scooters, etc)
- Pay attention to outside lighting (parking lot, ditch awareness, etc)
- Storage that can be functional as well (benches with storage)
- Path to walk/wheel around the church
- Straight hallways are helpful. And stairs without bends, angles, etc
- Chairs and carpets need to facilitate sliding (not slippery, but moveable)
- Position of the greeter table is important - available but not blocking way.
- Hearing enhancement systems to hook into in the sanctuary and chapel especially. Loop channels, consistently working devices (not the case now, which is very challenging).
- Quality acoustics in the commons for visiting with each other without extensive background noise.
- Adjacencies: kitchen to commons, easy access to group rooms, restrooms, sanctuary

Sustainability

Our care for the earth and environment should be reflected in our physical home. Every measure should be taken to reduce energy consumption, maximize connections to nature and elevate the user experience. Below are some thoughts from some of JUC’s sustainability experts:

- Ensure [UUA Green Sanctuary](#) certification.
- Possible to create a phaseable sustainability approach for resiliency and energy performance. Needs to be included and guaranteed in the design. (E.g., an energy goal built into the general contracting contract?)
- Sustainability Goals: Net Zero building, LEED Platinum standards (without an emphasis on obtaining the formal certification), zero greenhouse gas emissions.
- Ways to reach goals: Maximize efficiencies, priorities electric, renewable map on-site, PV, battery storage.
- See First Universalist Denver as a precedent.
- Heat pumps for heating? PV vs solar thermal
- Want low percentage in a Discount Rate (how quickly the renovations pay for themselves). A lower percentage (e.g., 2% versus a more standard business practice of 10-15%) takes longer to break even but maximizes the value of future energy savings.
 - DC Power - Alliance Center, achieved LEED Platinum with 3-4% discount rate. Contacts: Steve Frank, John Powers.
 - Stern Review 2004 (study for the World Bank) used a 1% discount rate.

- Utilize top notch computer modeling - BEOpt (used mostly for residential homes, but may be possible to expand), Open Studio (includes radiance for daylighting), Sofira.
- Our chapel has a radiant floor but no ventilation.
- Heavy emphasis on easy ability to turn off equipment.
- Relate to nature, natural day lighting, LED has improved.
- Storm water management with minimized run-off from all surfaces, including impermeable surfaces (e.g., roofs and parking lots). This might be implemented over time from a long-term landscape plan. The ultimate goal: zero runoff for a 2 year storm event, or better, and the incorporation of stormwater BMPs.
- Build compost and recycling containers into the spaces instead of after thought. Ensure adequate storage, kitchen receptacles.
- Water bottle filling stations
- Onsite micro wind
- Xeriscaping
- Vegetable/community garden
- Mass transit accessibility
- Charging for electric vehicles
- Educational energy signage for public (e.g., Dinosaur National Monument)

Space Program Spreadsheet

Appendices

A - Dot Voting Results - Priorities & Images (Charrette & On-line Survey)

B - Dot Voting Comments (Charrette Post It comments)

C - Dot Voting Comments (On-line Survey comments)

D - Photos of Dot Voting Charrette

E - On-line Dot Voting Survey

F - User Survey Results - (OWL, RE, and OLLI comments)

G - Board Retreat Summary (August 2018)

H - Making Room Forums: Constraints on Current JUC campus (Dec 2017-April 2018)

I - Sustainability Consultants Presentation with survey results (March 2018)

J - Sustainability Consultants Next Steps Report - March 2018

JEFFERSON UNITARIAN CHURCH

Space Needs - Program Spreadsheet

Note: Purple text relates to current space usage.

Job Title		Space Std	Current		Projected		
			PPL / SF Qty	NSF	PPL / SF Qty	NSF	
CONGREGATION SPACE							
Chancel / Sanctuary			250 max	3,057	500	6,000	theater lighting, AV/IT, livestream, professional audio, concert quality acoustics, daylighting w/ blackout controls, hearing assist, crying room(?)
Robing Room				0	1	150	
Sanctuary Storage				234	1	400	Part of the 234sf storage next to Kitchen is used for Sanctuary & general storage
Sound Booth				64	1	150	lockable storage, free standing near center, 2-3 people
Chapel			125 max	1,400	150	2,000	flexible space, AV/IT, some storage, near commons, access to outdoors
Community Hall				0	300	4,500	adjacent to kitchen, near child care, access to outdoors, not a gym, AV/IT
Community Hall Storage				0	1	400	
Commons				2,800	1	4,000	
Commons Storage				0	1	300	
Greeting / Welcome area				0	1	300	At front to welcome visitors, coat check, information boards, reception desk
Commons (Mills Building)				320			
Total				7,875		18,200	
MUSIC							
Adult Choir Rehearsal Room				0	1	2,000	80 adults, grand piano, Projection Screen, AV/IT, built in audio, risers, conductor stage, storage cubbies(80),
Rehearsal Library				0	1	200	Currently 12 filing cabinets. Needs to grow by 25-50%
Children's Choir Rehearsal Room (Priestly Room)				624	1	500	AV/IT, Built in Audio, flat floor
Storage				346	1	350	Includes 2 tall metal cabinets for Bell Storage, percussion, kids instruments, music stands, Sound equipment (Current storage is basement hallway-228sf and Perimeter of Priestly room-118 sf)
Band Rehearsal Room				0	1	500	
Total				970		3,550	
OFFICE							
Reception				256		200	front desk, waiting for 4-6 people
Private Office		120	3	386	8	960	Wendy, Eric, Keith, Carol, Annie, RE Admin, Carol's Assistant, +1 (Wendy-196sf, Eric-110sf, Annie-80sf)
Shared Office		180	3	370	3	540	2-3 people per office, could be work stations (Nick/Kim-120sf, Keith/Choir Directors-110sf, Carol/Darcy-140sf)
Open workspace		64		96	4	256	for volunteers
Conference				225	1	350	seating for 20 (17.5sf/per). AV/IT (Currently space is noted as M5.)
Printing / Storage				256	1	350	
Kitchenette				132	1	100	
Total				1,721		2,756	
RELIGIOUS EDUCATION							
Small Classroom		300	3	1,032	4	1,200	soft seating, less classroom, more loungy (M1/2-416sf, R8-400sf, Mitchell-216sf)
Medium Classroom		700	3	1,968	8	5,600	46 sf/student (15 students), one wall upper + lower cabinets, AV/IT, daylight, access to outdoors (M3/4-544sf, R6/7-800sf, Priestly-624sf)

Large Classroom		2250	1	1,400	1	2,250	46 sf/student (50 students), one wall upper + lower cabinets, AV/IT, daylight, access to outdoors (Chapel for 5/6 grade)
Nursery / Preschool		800	2	1,600	3	2,400	Bathrooms and sinks in room, 0-1 yr., 1-3 yr., 3+ yr., daylight, access to outdoors
Game Room / Kids Lounge				0	1	750	daylight, access to outdoors, 50 ppl @ 15 sf/per
Copy / storage / kitchenette				240	1	150	RE storage closet-36sf, R5 (end of hallway)-204sf
Total				6,240		12,350	
SMALL GROUP / MEETING SPACE							This space is counted within the RE section as they're mostly shared rooms.
Small Meeting space			4	1,257			Mitchell Room-216sf, M1/2-416sf, M5-225sf, R8-400sf
Medium meeting space			2	1,344			M3/4-544sf, R6/7-800sf
Large meeting space				0			
Total				2,601		0	
FAMILY PROMISE							Only used four weeks a year - Look to share with other space.
Family rooms		400			4	1,600	400 sf per family, Not included in total SF
Common Area					1	400	with kitchenette, or near kitchen facilities, Not included in total SF
Shower facilities					2	300	Preferably a private shower room as opposed to stalls.
Laundry Facilities					1	300	two sets of washer / dryers (?)
Storage				64	1	400	
Total						3,000	
Partner / Lease Space							
Shell space				0	1	0	for partner space
Total				0		0	
SUPPORT SPACE							
Catering Kitchen				600	1	1,000	Adjacent to commons and community hall.
Kitchen Storage				0		300	No kitchen storage is noted here (it is shared with sanctuary/gen storage & counted
Coffee Bar				0	1	100	In commons, near sanctuary
Storage				621	1	1,000	General Storage, maintenance, tables and chairs (Basement storage-432sf, Chapel hall-96sf, Mills storage-45sf, Office data storage-48sf)
Restrooms							Per code, include unisex and family restrooms
Total				1,221		2,400	
Total ASF				20,628		40,256	DOES NOT INCLUDE SEPARATE FAMILY PROMISE OR SMALL GROUP RMS

STORAGE OVERVIEW: Currently indoor total is **1,697sf** (+ 64sf Family Tree shed). **Future need (per this sheet) = 3,650sf**

Current total includes:

- 234sf next to kitchen storage (noted separately above) [Dedicated]
- 346sf for music - basement hallway & perimeter of Priestly room (noted separately above) [Overflow]
- 256sf for printing storage in the office (noted separately above) [Dedicated]
- 240sf for RE storage (noted separately above) - (RE storage closet-36sf [Dedicated], R5 end of hallway-204sf [Overflow])
- 64sf for Family Promise (one full shed)
- 621sf in other dedicated storage spots (Basement storage room-432sf, By chapel-96sf, Mills storage-45sf, Office data storage-48sf) [Dedicated]

Jefferson Unitarian Church - Making Room Initiative - "From Dreaming to Defining" - Sept. 2018

Dot Voting Summary Sheet

* "Total Votes" explanation. Online: votes/participant. 9/23 Event: total dots/3 (to calculate a vote/participant)
Combined Total Votes: Online (votes/participant) + 9/23 Event (calculated vote/participant)

Goals

Vote for 3 Making Room project goals that are most important to you

	Combined Survey & Event			Online Survey			9/23 Charrette Event		
	Combo Rank	Combo %	Total Votes*	Online Rank	% Online	Online Total Votes	Ranking - Event	% Event	Event Total Green Dots / 3*
			173			45			128
Ensure an indoor/outdoor connection that emphasizes natural space	1	45%	77	2	38%	17	1	47%	60
Provide bigger, better spaces for RE	2	42%	73	1	44%	20	2	41%	53
As a community convener, provide bigger, better spaces for external partnerships and community events	3	39%	68	3	36%	16	3	41%	52
Expand our programs that offer shelter (e.g., Family Promise)	4	36%	63	4	31%	14	4t	38%	49
Prioritize sustainable design	5	35%	60	6	24%	11	4t	38%	49
Facilitate access to JUC - from parking to bus routes to ADA requirements	6	25%	43	5	27%	12	6	24%	31
Facilitate multigenerational community	7	23%	39	8	20%	9	7	23%	30
Create a space that is inviting and embracing for social gatherings	8	14%	24	7	22%	10	8	11%	14
Provide bigger, better spaces for worship	9	12%	21	9	18%	8	9	10%	13
Create safe play spaces that accommodate all age groups	10 tie	9%	15	10	16%	7	11 tie	6%	8
Provide more quiet, intimate spaces (e.g., meditation and small group spaces)	10 tie	9%	15	11 tie	9%	4	10	9%	11
Accommodate different events simultaneously	12	6%	11	13	7%	3	11 tie	6%	8
Create meeting and office spaces with appropriate technology and sound proofing	13	6%	10	11 tie	9%	4	13	5%	6

Images

Vote for 3 images in each category with elements you'd love to see in a new JUC. *Event only: Place 1 red dot next to an image in each category with elements you do not want to see in a new JUC.*

Approach



Combined Survey & Event		
Combo Rank	Combo %	Total Votes*
Total Ptcp*		148






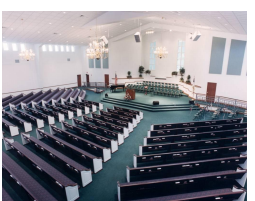
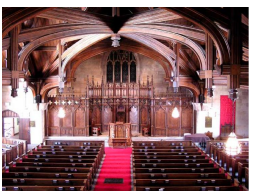


Online Survey		
Online Rank	% Online	Online Total Votes
Total Ptcp		45

9/23 Charrette Event			
Ranking - Event	% Event	Event Total Green Dots / 3*	Event Total Red Dots
Total Grn/3		103	

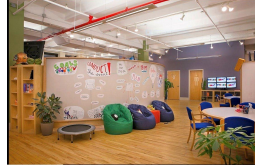
A2	1	86%	128
A5	2	59%	87
A4	3	49%	73
A3	4	30%	45
A8	5	27%	40
A1	6	22%	32
A6	7	16%	24
A9	8 tie Last	5%	8
A7	8 tie Last	5%	8

1	78%	35
2	56%	25
3	53%	24
	20%	9
	27%	12
	92%	11
	29%	13
Last	0%	0
	13%	6

1	90%	93	0
2	60%	62	2
3	47%	49	4
	35%	36	2
	27%	28	4
	20%	21	7
	11%	11	4
	8%	8	35
Last	2%	2	39

Sanctuary		Combined Survey & Event			Online Survey			9/23 Charrette Event			
		Combo Rank	Combo %	Total Votes*	Online Rank	% Online	Online Total Votes	Ranking - Event	% Event	Event Total Green Dots / 3*	Event Total Red Dots
			Total Ptcp*	141		Total Ptcp	45		Total Grn/3	96	
	S6	1	90%	127	1	73%	33	1	98%	94	0
	S4	2	59%	84		31%	14	2	73%	70	5
	S5	3	46%	65	2	71%	32	3	34%	33	2
	S3	4	36%	51	3	47%	21		31%	30	3
	S7	5	24%	34		27%	12		23%	22	12
	S1	6	23%	32		20%	9		24%	23	3
	S2	7	12%	17		16%	7		10%	10	30
	S8	8	8%	12		11%	5		7%	7	13
	S9	9 Last	1%	2	Last	4%	2	Last	0%	0	45

Religious Education Spaces / Classrooms



	Combined Survey & Event		
	Combo Rank	Combo %	Total Votes*
		Total Ptcp*	143
R3	1	84%	120
R2	2	82%	118
R6	3	79%	113
R5	4	25%	36
R4	5	15%	22
R1	6 Last	10%	15

Online Survey		
Online Rank	% Online	Online Total Votes
	Total Ptcp	45
3	64%	29
2	73%	33
1	78%	35
	27%	12
	27%	12
Last	18%	8

9/23 Charrette Event			
Ranking - Event	% Event	Event Total Green Dots / 3*	Event Total Red Dots
	Total Grn/3	98	
1	93%	91	2
2	86%	85	2
3	79%	78	2
	24%	24	11
	10%	10	17
Last	7%	7	59

Playgrounds



	Combined Survey & Event		
	Combo Rank	Combo %	Total Votes*
	Total Ptcp*		129
P6	1	89%	115
P2	2	63%	82
P3	3	51%	66
P7	4	42%	54
P8	5	32%	41
P5	6	18%	23
P4	7	3%	4
P1	8 Last	2%	3

	Online Survey		
	Online Rank	% Online	Online Total Votes
	Total Ptcp		45
1	1	82%	37
2	2	73%	33
		40%	18
3	3	42%	19
		22%	10
		27%	12
Last	Last	7%	3
		7%	3

9/23 Charrette Event			
Ranking - Event	% Event	Event Total Green Dots / 3*	Event Total Red Dots
Total Grn/3		84	
1	92%	78	0
2	58%	49	0
3	57%	48	3
	42%	35	0
	37%	31	0
	13%	11	9
	1%	1	24
Last	0%	0	39

Outside Gathering Spaces

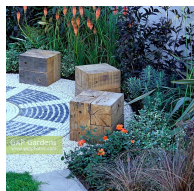
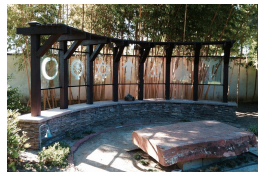
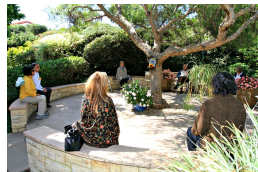


Combined Survey & Event		
Combo Rank	Combo %	Total Votes*
Total Ptcp*		146
O1	1	77% 113
O5	2	73% 107
O8	3	65% 95
O6	4	42% 61
O2	5	19% 28
O4	6	9% 13
O3	7	8% 12
O7	8 Last	6% 9

Online Survey		
Online Rank	% Online	Online Total Votes
Total Ptcp		45
	62%	28
	73%	33
	64%	29
	29%	13
	38%	17
	20%	9
	7%	3
	7%	3

9/23 Charrette Event			
Ranking - Event	% Event	Event Total Green Dots / 3*	Event Total Red Dots
Total Grn/3		101	
1	84%	85	2
2	73%	74	4
3	65%	66	0
	48%	48	4
	11%	11	11
Last	4%	4	19
	9%	9	33
	6%	6	15

Meditation / Reflection Small Group Space

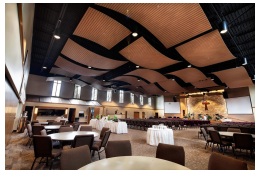


Combined Survey & Event		
Combo Rank	Combo %	Total Votes*
Combo Rank	Total Ptcp*	148
M1	1	67%
M4	2	61%
M5	3	42%
M3	4	40%
M2	5	32%
M8	6	28%
M6	7	18%
M7	8 Last	13%
		99
		90
		62
		59
		47
		42
		26
		19

Online Survey		
Online Rank	% Online	Online Total Votes
	Total Ptcp	45
	38%	17
1	58%	26
2	44%	20
3	40%	18
	29%	13
	38%	17
	31%	14
Last	22%	10

9/23 Charrette Event			
Ranking - Event	% Event	Event Total Green Dots / 3*	Event Total Red Dots
	Total Grn/3	103	
1	80%	82	1
2	62%	64	5
3	41%	42	3
	40%	41	0
	33%	34	2
	24%	25	5
	12%	12	27
Last	9%	9	19

Commons Space

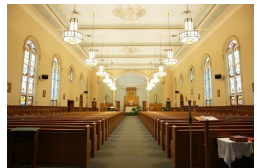


Combined Survey & Event		
Combo Rank	Combo %	Total Votes*
Combo Rank	Total Ptcp*	118
1	87%	103
2	80%	95
3	50%	59
4	35%	42
5	25%	30
6	14%	17
7 Last	8%	9

Online Survey		
Online Rank	% Online	Online Total Votes
	Total Ptcp	43
2	67%	29
1	74%	32
	37%	16
3	35%	15
3	35%	15
3	35%	15
Last	16%	7

9/23 Charrette Event			
Ranking - Event	% Event	Event Total Green Dots / 3*	Event Total Red Dots
	Total Grn/3	75	
1	98%	74	0
2	84%	63	2
3	57%	43	4
	36%	27	11
	20%	15	11
Last	3%	2	12
Last	3%	2	23

Lighting



Combined Survey & Event		
Combo Rank	Combo %	Total Votes*
Combo Rank	Total Ptcp*	134
L1	1	88% 118
L7	2	53% 71
L8	3	42% 56
L3	4	40% 53
L2	5	34% 45
L4	6	25% 33
L6	7	12% 16
L5	8 Last	7% 10

Online Survey		
Online Rank	% Online	Online Total Votes
	Total Ptcp	42
1	70%	30
	28%	12
3	47%	20
2	53%	23
	37%	16
	23%	10
Last	16%	7
	19%	8

9/23 Charrette Event			
Ranking - Event	% Event	Event Total Green Dots / 3*	Event Total Red Dots
	Total Grn/3	92	
1	96%	88	3
2	64%	59	1
3	39%	36	10
	33%	30	5
	32%	29	2
	25%	23	5
	10%	9	29
Last	2%	2	32

**Sept. 23, 2018 Dot Voting Charrette
Transcribed Comments from Post-Its**

Post-Its on Photo Image Dot Voting Sheets
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RE Classrooms

- R1 - The size and wall space of this is best for kids classes.
- Flexible configurations and as much natural light as possible.
- Ability to use RE rooms at night for other groups.
- As far removed from desk and chairs as possible. Cultivate “heart space” not “head space”. Extra important for adults-we need extra prompting to get out of logic.

Approach

- Access that feels good for pedestrians not just cars. Convey warmth not sterile.
- Multiple materials, uplifting yet grounded. Simple and inviting –my preference.

Outside Gathering

- Medium sized tables = key.
- Natural shade (trees & plants)
- Love tree canopies & fabric ones.

Lighting

- Natural warm light is key! Fluorescent =my least favorite.
- Good natural light-favorable exposure for winter and summer. Good sound control-unlike present,
- Light good level. May need expensive shades etc.
- Day lighting rocks! Lifts spirits, saves poser.
- I’m really thrown off by significant amounts of colored lights.

Playgrounds

- At least part of the playground accessible (not rocks, bark etc).

- Prioritize a variety of play options and accessibility for children w/ various accessibility needs.
- Shaded.

Common spaces

- Common spaces should include and open area for people to mingle.
- Separate space from worship.
- No to rectangular tables.
- Outdoor space that is less dangerous-so many people trip here.
- Not only used for wedding receptions.
- Acoustics - sound baffling = good. Nooks and crannies for conversation.
- Control sound! SOUND BAFFLES.

Meditation

- Small (one person) and medium indoor meditation area.
- Too small! M8?
- If possible no stairs-wheelchair users might like to access part of it (not all).
- Indoor meditation space too!
- I like the sounds of water feature.

Sanctuary

- The spaces in this feel small, not communal!
- Feels very corporate to me.
- Access for wheelchairs to stage.
- Need easy space for wheelchair families to sit together.
- Where is the sanctuary with views of trees and sky?
- Require removable chairs to repurpose.
- I value light but also embracing calm darker/cozier space for worship.
- Lots of these might feel cold and stark in the winter.
- We should have a playground.
- I'm an adult, responsible Goth-industrial kid! Maybe some stained glass.
- I like benches more than chairs personally. Chairs feel less communal.
- A chancel that is simpler, rather than ornate.
- I love warm, open, inviting spaces. Natural light please.

Anything else/others (no notes)

Post-It Responses to Open-Ended Questions

What physical pieces of the current JUC space should be preserved and relocated?

- Can we bring (literally bring) the “globe” lights (sets of 5)?
- I would love to see the stained glass window on the west side to be more visible @ the new location.
- Stained glass and memorial garden.
- Our ministers need to move W/us to our new location. Wendy, Eric, Keith, Sarah Billerbeck.
- The small slightly hidden spaces for quiet reflection.
- Patio is Lovely, shade especially.
- Erase names in memorial garden (front entrances)
- The chalice preserved-the memorial garden should be moved, we need a chapel.
- The chalice stained glass. 5 comments
- Open patio w? trees and greenery.
- Nature and indoor/outdoor space.
- The feeling of the circle of community.
- Stained Glass Chalice Memorial Garden, Peace Pole.
- I love love our courtyard. My first visit to the church I left loving the courtyard. The shade trees, tables. I love that space and I know I’ll miss it.
- Enlarge sanctuary by expanding the walls!
- Peace pole, labyrinth, stained glass window donated by Braydons. Pulpit and other chancel pieces.
- Sanctuary globe light fixtures.
- The people.
- Chalice stained glass, multi function patio space.
- Spherical light fixtures from sanctuary.
- Lectern etc onstage.
- The patio!! Can’t move the trees, but...
- Patio
- The central playground which allows parents respite.

How can a new JUC home facilitate transforming the world?

- Active, flexible space for community use.
- Being accessible to a more diverse congregation.

- Be a gathering space or even a spot homeless folks can come to shower and do laundry.
- Located in a spot that makes access easy for lower socio-economic individuals.
- Be more accessible by public transit.
- More small groups/space for small groups to create deep relationships.
- Welcome and inspire more people to live their best, most loving lives impacting the world and community in ripples.
- Welcome tea for new members.
- Allow more population, perhaps more community i
- Usability in a different location, more extensive programming to suit community needs.
- A people issue more than a location issue.
- More up to our standards room allows for more people, more socialization, higher visibility in the larger community. But we must keep our engaged vitality and ownership of the ministry to realize these goals.
- More accessible to communities outside Golden therefore perhaps more diverse communities.
- Better presence of social media/publicity.
- Spread connections.
- Connecting to and building further partnerships.
- Build and nurture more meaningful partnerships to promote justice meaningfully in our world.

What aspects of JUC's current location help make it a special place?

- The outdoor space that blends so nicely with the building.
- Exposed wood beams the whole look of the sanctuary.
- It feels like home. I don't want to go to a church that feels like a catholic church. I wanna go somewhere that looks and feels more like a home.
- It is my church home. My identity is here. I like it here.
- Cozy.
- Darker, cozier wall colors w/ bright natural window light. Angles in the architecture, trees and happy landscape.
- Playground amid sitting space AND trees not over-landscaped.
- Connection to the landscape.
- The people and their energy and spirit make it special. We have a cozy intimate sanctuary. We have lakes, mesas and great feng shui because of that.
- Stained glass window.
- Love the interior wood, indoor lighting, gardens and TREES.
- Circular feeling sanctuary and chapel.
- The Trees.

- Patio, memorial garden, peace pole, chancel colors and feeling.
- Labyrinth.
- The architecture and patio feel natural and graceful not boxy or commercial looking.
- The deep sense of peace in connection w/ nature.
- Landscaping
- Community landscaping and patio building.
- Love the shape of the sanctuary.
- This entire campus and location. Address parking problem directly, Walking is good for a lot of us.
- Memorial plaque and garden full of friends.
- The chapel is a lovely place for smaller worship group.
- The natural light.
- The open nature look is what I love about JUC not to mention the feel of the church.
- Reverends, congregation, spirit of the church.
- I don't like the current location since I live in Broomfield.
- Wood ceilings and beams and gardens.
- Pine grove, patio, meditation spaces.
- The outside "inside" space.
- Meditation space?/peace garden in front.
- Years coming-my car knows the way.
- Like to have a church organ and more electronic powerful music.
- The natural environment.
- Doesn't feel like a mega church.

What elements of JUC's current space would you change or enhance?

- More parking space.
- Better small group meeting space.
- Why are we not using small "chapel" at end of RE wing?
- Be able to have conversations in social hall during service without being shh...ed.
- Flexible spaces, but able to be owned by children and youth.
- Accessible, well-lit spaces for everyone!
- Easier for more people of different classes to access.
- Good acoustics! Soundproofing between rooms.
- More space outside of sanctuary before and after service.
- +non gendered bathrooms.
- Outside space that's accessible/usable in poor weather.
- The size of the sanctuary.
- YRUU wants a fire pit.

- More play area and outdoor space.
- Bigger! More! Variety of small and large spaces for different types of activities.
- Add comfortable, spiritual small meeting places (not classroom like).
- A larger sanctuary and more classroom space.
- Bigger gathering area.
- Accessible to all!
- Attention to noise reduction in conversation areas.
- Omit or redo high maintenance landscaping.
- Classrooms.
- The bricks in courtyard are really hard to w/a wheelchair. No way to get across playground in wheelchair.
- Playground w/a fence all the way around it!
- Better acoustics in common area – less echo!
- The choir doesn't have nearly enough space.
- Choir space is TOO SMALL steps are dangerous.
- More parking more small gathering spaces
- Lighting in sanctuary. Reduce noise in commons
- Bigger sanctuary. Choir needs more room and a separate rehearsal space.
- Better connection to a community/less rural.

What parts of our current JUC campus do you use most?

- Patio.
- Classrooms, sanctuary
- We love the courtyard and playground.
- Small group kitchen space, garden, playground, sanctuary, commons
- Sanctuary, Patio, Classrooms, Chapel
- Patio, Sanctuary, Chapel, Commons area
- Courtyard
- Patio, playground, forest/trees
- Bathrooms! Meeting rooms, South Commons, Sanctuary
- Sanctuary, Patio
- Patio, Sanctuary, Classrooms
- I use the family bathroom a lot. I also used the quiet space w/ the waterfall a lot.
- Sanctuary
- RE spaces, Sanctuary, Worship space, bathrooms
- Sanctuary and choir space
- The sanctuary

- Sanctuary, choir loft
- Sanctuary, patio, nature integration

What parts of our current JUC campus do you use least?

- Downstairs
- I rarely use the choir areas, but I don't do choir so... Every other space has been utilized by our family at some point in our time here.
- Basement
- Education wing
- Walking maze thing, chapel
- Sterile meeting rooms

What else would you like to see in a future JUC campus?

- Accessibility to all areas for all people.
- Teen youth group that meets regularly perhaps even separated between younger teens and older teens. So many other churches have these fun music, funky lights, affordable snacks... but sadly not our UU vibes, values, or culture.
- Love all the natural light in the sanctuary. Would love some stained glass also.
- Labyrinth, memorial garden
- Down to earth architecture – nice/functional not so much slick modern
- More diverse neighborhood
- All areas accessible
- Outdoor gathering spots. Quiet beautiful space
- Great small group and intimate conversation spaces
- Better space for music – performance and storage
- A homeless shelter or other direct services that are provided. A BIG GATHERING space of a sanctuary.
- In a future JUC campus I would love to see lots of trees and big windows for like lighting.
- Pretty much what we have, but bigger w/ more capabilities
- Hoping the new location is south of the current location rather than north of Golden
- Day lighting, Non-corporate/office feel
- No long narrow education rooms for groups of 18-20 adults. Square spaces better.
- Open – non-office building look and feel
- A large open commons adjacent to the sanctuary
- More “cozy” areas for group meetings

- Small group gathering spaces that feel intimate and comfortable (not just overhead fluorescent lighting)
- Indoor and Outdoor gathering space that's scale-able-small to way bigger than we have here
- Sanctuary wide and shallow like here
- A location in a more diverse neighborhood
- Have a zip line
- More rooms for small groups and classes
- I would love to see a strong connection to nature.
- Beautiful outside space like we already have. Perhaps a water feature. A memorial garden
- A large welcoming outdoor space like the one we have now
- Parking. Connection to outdoors. Small gathering spaces
- Gender inclusive/neutral bathrooms are mandatory
- Better access, on bus. Better ability to provide services – a soup kitchen, ability to accommodate refugees or people fleeing deportation – church as sanctuary
- A playground for both the youth and teens to play on
- Secret rooms for quite space
- Acoustics as good as the present sanctuary
- Have a swimming pool
- RE wing w/ sinks, bathrooms, larger classrooms where we can do more activities, Natural Playscape
- Have a climbing wall
- Bigger RE classes, but not combined. More homey YRUU room. A play area for kids that is more nature than rubber or hard ground.

Dot Voting On-Line Survey - Sept. 19 - 27, 2018
Comments from 46 Participants

What physical pieces of the current JUC space should be preserved and relocated?

1	Key iconic pieces: - Stained glass chalice - Chancel elements - chalice, speaking stand - Framed photos of our many church homes over the years (to show our roots, continuity, and growth over time)
2	The chalice stained glass window The sign by the street The sound system and screen in the sanctuary Electronic bulletin boards
3	Wood paneled ceiling in chapel
6	The chalice and lectern; the peace pole; the memorial garden, and the stained glass of the chalice that's currently in the RE wing.
7	chalice
8	We should continue to have a magical outdoor space. A children's chapel.
9	Any reusable furniture, equipment or supplies. Key design pieces, such as the pulpit and chalice.
10	The feel of the sanctuary.
11	Stained glass chalice window
13	Our chalice window is the most important. The sacred pieces of "furniture" in the chapel are still lovely and in good condition.
14	none I can think of.
15	Chapel; patio
16	The patio between the Mills building and the main building should be preserved. Many people migrate out to the patio to socialize, to relax, to watch children, or gather for a meeting. This area especially speaks to many members of JUC, and beckons us to step outside and breathe.

17	I'm not sure at this time.
18	The stained glass window, the chalice.
19	Outdoor play area for children, preferably with trees and a beautiful natural feeling. Also, a secondary worship space (like the chapel) in addition to a main worship space. And room for RE and small groups to meet and do good work.
20	Memorial Garden
21	The memorial gardens the stained glass chalice window in the west end of RE building
22	Memorial garden with fountain, meditation garden with fountain, labyrinth, great nursery and RE space,
23	I like all of the physical JUC spaces, but would be able to embrace a completely new physical space too.
24	I think that the chalice should be relocated. Maybe the piano. Definitely the AV equipment.
25	Spaces near the sanctuary in which it is easy to mingle and interact. Beautiful diffuse natural lighting. Outdoor space for quiet thoughts, interactions, and kids' playing.
26	I have no attachments to physical pieces.
27	Pulpit, chalice and chapel furnishings. Stained glass window made by Dennis Westwood
28	Common area, outdoor tables, chairs, benches
29	I know this is impossible to relocate because it's part of the building, but I hope you find a building that has the brick and wood look (or stone and wood). That is very spiritual. What are you doing to do about the memory garden in the front?
31	The stain glass window that was made for JUC.
32	Piano Office furniture Classroom furniture Chancel equipment Patio furniture Piano and keyboards

33	Memorial garden plaque Stained glass window Peace pole Bench Chalice
34	Rev Hopper's photo frame, the multilingual sign post out front.
35	Meditation gardens. Stained glass.
36	I would hope that our wall hangings, chalice, lectern, and other like items would be brought to the new facility. It would also be nice to see the stained glass at the end of the RE hall more prominently displayed in our new location.
37	Hard to know what is reasonable ... The patio, labyrinth and playground can't be relocated but should be part of the new space.
38	memorial garden, stained glass in the RE wing
40	Stained Glass Chalice Chalice at pulpit
41	The earth and plaque from the memorial garden must be transported and placed in a similar area with a similar function. I would like to see us find space for the stained glass window--preferably a more prominent place in the new building than it has currently at JUC. I would like to see the labyrinth removed and reassembled at the new site, or leave it behind and put in a new one. Obviously our sacred furnishings should come. It might even be cool, when we move, to light a candle from the chalice in our current sanctuary, bring that flame to the new sanctuary, and relight the chalice in that sanctuary. (I have no idea how doable this is.)
42	The stained glass chalice separate playgrounds for younger and older children YRUU furniture
43	The Chalice
44	Symbolic soil samples from the Memorial Garden. Nestor Fedak's sculpture along the front sidewalk near the chapel. The stained glass window, but I can't imagine how that is feasible. Chancel furniture.
45	not sure

How can a new JUC home facilitate transforming the world?

1	<p>By allowing us larger physical worship and gathering spaces, we can have more of us together at one time, helping to build fellowship, provide common times to see and meet one another, and helping to give a sense of 'heft' to our JUC numbers. This "grows the church" and helps us to realize that we're not just a lovely suburban group of club members who enjoy each others' company, but a thriving faith community eager to ACT and witness and journey together, sharing our values and changing the world.</p> <p>Simultaneously, the chance to "shrink the church" through more intimate, small group options is wonderful in any move. We need better, more fitting and comfortable spaces for small group ministry, family gatherings, youth activities, etc, etc, etc. This requires flexible space that we do not have at our current campus. We transform the world as individuals when we are nourished and connected.</p> <p>The chances to host large community events as well as partner better with others for justice, sustainability, and other causes, is also deeply meaningful. With more space of the right kind, we can host events, house people, incubate partnerships, and more, all of which help to transform the world.</p>
2	It can be large enough and be accessed by public transportation to welcome more people in the door. It can provide a better facility for Family Promise families. It can provide better space for education our children.
3	Deepen connection with immediate neighbors and immigrant community thru bilingual progressive preschool
4	It should have open community, clear signage, spaces for welcoming receptions (right now it's easy to leave without interacting), have a street appeal to be a positive and noticeable presence to those driving/walking by, and be a space for folks of all ages.
5	be big enough to provide meals to the public- updated kitchens
6	By accommodating a larger congregation. By being in a more visible spot that could spark the curiosity of passersby. Mainly by making people aware of the UU faith.
7	Serve and learn from the community it is located in.
8	We will have more space to convene events and meetings. We can host homeless families better. We can provide sanctuary for undocumented immigrants. We can make room to grow our UU community.
9	I don't see a connection.
12	Engage more souls with a liberal religious spirit
13	Well, that's a tall order! But having the space to welcome more like-minded souls, to house the homeless with more space and amenities, to bring a larger community together around important issues, to teach, to inspire, to share spiritual practices, to play... all on a larger scale would go a long way...

14	Room for the homeless & those seeking sanctuary.
15	We can provide space for outreach for people who are homeless or needing sanctuary, for people with disabilities, as well as spaces for large group worship, family support and personal spiritual growth. And finally we can have space to bring people from the larger community to events scheduled in our spaces so that they feel welcome at the new JUC.
16	Adding more rooms for simultaneous events would help nurture inquiring souls and create more connections. Probably this expansion would increase retention, and offer more for guests to explore.
17	To educate our children and young people in safe, spacious, and welcoming facilities. To welcome new families into our congregation so that they can experience the wonder of learning together, being in community, and giving back.
18	More social justice activities--letter writing, visiting and calling congress about issues that are compatible with our values.
19	Offer a bigger space that accommodate more people.
21	By welcoming any and all peoples of different cultures . We would love to see more blacks, Asians, Mexicans, Muslims attracted to our church.
22	by having enough space to convene social change work - large and small groups - maybe provide an office for Together Colorado and the like, by providing worship and spiritual practice space for all! so we can be side by side with diverse folks
23	Making it accessible to everyone.
24	By having enough space to welcome more new people.
25	expanded space creates more options for action.
26	Open and welcoming space with engaged members who actually talk to visitors and new faces. Create a community education space that allows for and supports civic engagement and debate on difficult challenges in our world.
27	We have seen clearly in our times that demagogues and racists can easily rise to national leadership through lobbying with corporations and partnering with big money. We need to locate & proclaim our 7 Principles and especially that All People have inherent worth and dignity. Our worship culture is somewhat exclusionary and needs to be democratized. We have a mission to promote info about Climate Change being human-caused. We need to be in-your-face green! We may be able to partner with The Action Center in some ways alleviating homelessness.

28	By providing a peaceful, tranquil space set apart from this hectic modern world for R and R (resting and restoring).
29	JUC can't transform the WORLD. It can only influence its corner of the world.
30	By Being Net Zero Energy or better...
32	More meetings on community issues.
34	By not confusing a larger physical space with biting off more than we can chew.
35	More accessible by walking, biking or mass transit. Continue partnership with OLLIE. Potential for adding affordable housing or ADUs on the campus to help address the needs of Jefferson County.
36	Our physical space only touches the individuals and members that come to it. A new physical space may be renewing and promote our own growth as individuals. I see impact on the broader community as an indirect benefit of our new space.
37	It's not the space that does this but the connections made within and between community members as well as programs offered. Developing family promise and sanctuary programs for immigrants would be a wonderful opportunity to expand the impact
38	expand activities with Family Promise cold weather shelter soup kitchen (or similar activities) sponsor youth activities that stretch beyond UU
39	Exterior will look modern and tranquil so that people who aren't interested in a "church" will feel invited. Full hospitality facilities for hosting family promise, sanctuary, etc. Comfortable, intimate, and tranquil meeting spaces for small groups, counseling, study, etc. Commercial kitchen to promote hosting meals for those who need it.
40	Spreading our message to a larger audience.
41	Location, location, location. People of diverse cultural and socioeconomic backgrounds with differing physical abilities need to see us and have access to us. Not only will we better be able to transform our world; it might even transform us. In fact, if it doesn't, we're doing everything wrong!
42	meeting the transformational needs of our JUC people of all ages more effectively while allowing for more UU's to join us AND making room for groups, organizations that share our values space to do their transformational work.

43	Providing better, less sound issue spaces for larger groups. Our commons space is not very nice and it is difficult to hear. I also hope we take great care to provide more sacred spaces for meditation, spiritual reflection and holy spaces. The chapel is the only space that feels this way to me currently in JUC.
44	?
45	There's a real hunger for the spiritual and community events that JUC can offer, and if we grow into a larger space those "testing the waters" will feel more welcome.
46	Having the room to expand allows more people to hear our message

What aspects of JUC's current location help make it a special place?

1	<ul style="list-style-type: none"> - It's "grounded but soaring" nature is deeply meaningful to me. The architecture is simple, cozy, and engaging. The trees - I value the deep, darker colors on walls and in the sanctuary and the many sources of bright, natural light through the windows. - The angles are fabulous to me - in the sanctuary, the sloping roof of the Commons, the tall hallway of the RE wing, etc. - The patio is an excellent place - it holds multi-generations between Commons and playground, facilitates conversation amongst parents watching their kids, offers natural beauty and connectedness with the surrounding trees, etc. - The nursery and (especially the new) preschool room offer kid, happy spaces for kids with direct access to small, fenced play areas - The playground is a vibrant hub. Some shade would be great, but it's a happy space. - The kitchen is functional and large. It's crucial for our gatherings and events. - The Chapel - circular, imminently flexible, bright, happy, comforting.
2	The patio courtyard is a wonderful space, the improvements to make JUC "green", the landscaping, the round chapel.
3	Accessible location, mature shade-providing landscaping, safe, quiet, relaxed location
4	Its proximity. The beautiful patio, although I've never attending anything there. Natural lighting. Its walkability for the neighborhood.
5	the outdoor space. it's so peaceful

6	The outdoor space is so calming and inviting, and it encourages our congregation to mingle and make connections. Also, our current space feels like there is a single hub that connects the separate parts of the space (i.e. RE rooms, sanctuary, chapel), and that seems to encourage mingling of people and groups that otherwise might not cross paths.
7	Lovely patio. Intimate sanctuary.
8	Tue outdoor space. The beautiful sanctuary and chapel
9	> > > Outdoor area; lovely, inviting sanctuary; chapel.
10	Sanctuary, chapel patio
11	The history and memories that come with the property and buildings.
12	Rooms for all child ages and choir and social discussion plus outdoor areas
13	Fairly quiet location but with surprisingly good visibility from 32nd Ave; safe, calm neighborhood; wonderful sense of integration between indoors and out, including plenty of inspiring mature landscaping, ie. green therapy!
14	The interior design, especially the sanctuary, and the landscaping.
15	There is a lot of green space both around the building and in the neighborhood. It is close to home (i.e., easy to get to) so that it feels like a community "member".
16	The lack of ornamentation, the absence of pews, the proximity of the choir, and the volume of the sanctuary all conspire to create a feeling of intimacy. This ambience is pleasing and enticing.
17	I love the peaceful campus with lots of gardens, indoor and outdoor spaces, and the lighting (natural and artificial) in the sanctuary.
18	Close to I70 and the foothills.
19	West Jeffco is accessible to the majority of the congregation. Location, location, location is key or else we're going to lose our current members. Also, the beautiful outdoor patio and play space for children makes JUC magical.
21	Because it has been there forever. Because we love the natural landscaping, the brick patio, the memorial garden. We like the rural feel (the openness of the golf course and Maple \grove park)
22	the outdoor space, I like that the bathrooms are clean and comfortable, I wish we could use R5 (where the stained glass is) as an inside meditation space instead of for storage, I forgot we should take that with us! I like the outdoor space and the little nooks outside for sitting, reading etc.

23	The circular floor plan makes it all feel connected.
24	I think that the design of the building, with all the natural wood and natural light is great. It feels very welcoming and also sacred. I also think that the acoustics of the sanctuary are quite good.
25	Frankly, it's easy for me to get there. It's a 10 minute drive from my house near Route 93 and 58th avenue. Less selfishly, I think it's fairly easy to access for the majority of the Jeffco population, although the closest bus stop is a bit of a walk. The gardens are great.
26	It is on a well traveled and maintained roadway. Ease of access to the location is a plus, and trees are a wonderful feature that draws me to the space.
27	Trees
28	Outdoor area.
29	JUC is in a rural setting, which has always been very meaningful to me. My girls and I loved the horses next door. We loved the brick octagonal? (hexagonal?) sanctuary, which seems to suit our denomination. Like Mile Hi Church, round space lends itself to complex, non-linear thinking. The patio being brick is lovely. I like having separate buildings, which allows for different functions being segregated from other functions (especially sound-wise and security-wise). This building just gives off an earthy, natural, "real" vibe that is very spiritual and consistent with the teachings of UUism. The very worst thing you could do would be to put UUs in a cold, modern, hard lines, minimalist building and interior design. It needs to be warm and inviting to ALL ages.
30	The Green areas
31	The gardens that surround the building, the courtyard, and the windows and beams in the main worship room (I love listening to the birds and watching the clouds roll by during service).
32	Patio Location on quiet street Trees and other foliage, including wild flowers Quiet garden Memory garden
33	Natural setting
34	Location, location, location. Moving far from the current location holds significant potential for hardship and possible disenfranchisement for the long term, senior membership.
35	Connection with nature. Intimacy.

36	I really enjoy the shape and architecture of our current main sanctuary. It is also very conveniently located to my home, so of course I enjoy that too!
37	Easily accessible, park nearby, outdoor features and skylights create connection to nature
38	incorporation of natural light in sanctuary
39	Back patio is gorgeous. Old trees, quiet but large space that feels secluded.
41	Trees, grass, gardens all make our campus beautiful. A dedicated space for teens is good--honors their liminal place in the journey. The nice, big kitchen is terrific.
42	Having both a sanctuary and a chapel. having green outdoor space, although not nearly enough for the needs of the children and youth. the patio near the older kid playground.
43	The location is great but the space needs work.
44	The patio is a wonderful gathering space for social events and worship. It is a beautiful natural space.
45	Nothing other than familiarity, and the landscaping
46	Love the gardens

What elements of JUC's current space would you change or enhance?

1	<ul style="list-style-type: none"> - Better youth space - brighter, more integrated (yet still individual / separate), bigger for larger gatherings (Cons, etc) - Better small group spaces - comfy rooms for 10ish - Better outdoor gathering space. The patio is terrific, but grass for all ages to play and convene (large and medium sized, ideally with covering options) as well as additional small/cozy space, including outdoor small group gathering, would be great. - Excellent tech in all meeting rooms to allow for call-in, stream-in connectivity, etc. - Better sized office and storage space that's accessible and integrated into the fabric of the church. - Multiple medium-sized gathering spaces (like the chapel-size or a bit smaller) so that multiple groups can simultaneously gather - Kitchen space that's kid-friendly
2	Make more space for the choir and have their practice space on the ground floor, provide bathrooms with showers and larger kitchen for Family Promise families, more office space for staff, a larger sanctuary and parking lot, more rooms for RE.

3	Mills building revamp, expand footprint to west to use side yard space and the walking meditation circle, memorial patio
4	I would improve signage inside and outside. I would enhance the socialization area. I would change the spot where folks watch the current service. I would have more of an "in the round" feeling in the church. I would change where the drop-down screen is and have actual artwork front and center. I would have a larger front space so that the choir would appear less cramped. Currently, everything is a bit cramped.
5	a little lightening or freshening up. it's a little dated
6	I would like the sanctuary to be larger to accommodate greater attendance. I like the fact that we have the chapel as an alternative worship space, especially since it is key to hosting multiple events at once. I'd like to see an enhanced space for the choir and musicians so they have more room and don't spill into the congregation area. I think the outside space, with its abundant trees, is one of the best parts of the current church, and I would like to see a similar space in our new home. I think it encourages community.
7	More room for RE.
8	Our RE spaces should be more kid-friendly. They should be colorful, and we should be able to store/display supplies for Sunday school activities...as well as kids' products. It would be awesome if RE classrooms branched off the children's chapel, to facilitate stations. And there should be bathrooms closer to/adjacent to the classrooms, so students can use them themselves.
9	Classrooms for kids, common area.
10	Classrooms, acoustics in commons
11	Bigger and more well designed RE rooms
12	Increased aesthetic quality re light- outdoor/ indoor spaces; parking
13	Lighter, airier, more sacred feeling sanctuary, more like the chapel but on a larger scale; larger, airier nursery and classrooms; larger social room; cozier, intimate spaces for small groups; a larger, cooler kitchen; a larger, safer patio space.
14	Larger sanctuary; possibly add air conditioning, due to climatic warming; more parking; more RE space; more office space.
15	Parking 😊. More space for RE and meetings. A "silent" space for prayer and personal rather than group worship. A place to house families without a home or immigrants facing deportation. A welcoming large space for worship with good acoustics for music and speakers.

16	I dislike the parking lot and the absence of catch basins for runoff. A significant number of toxins are spilled onto parking lots. Sustainable design demands catch basins and holding ponds to prevent runoff from parking lots. I also dislike the landscaping. The nonnative grasses and exotic plants that surround the JUC buildings serve no purpose beyond ornamentation. There is nothing sustainable or progressive about the landscaping at the current JUC location, and it is inconsistent with our putative values. The Wildflower Center in Austin has created a landscape certification program equivalent to LEEDS to help institutions design and maintain landscapes that are sustainable. I hope our leaders consider investigating the available information.
17	The rooms in the Mills building are not as inspiring as they could be. They feel a little like blank canvases that could benefit from paint, lighting, greenery, or fountains. The playground area could be updated. I encourage us to look at the large play structure at the far end of LaVern M. Johnson Park in Lyons. It uses all natural elements and is beautiful and fun for children. I don't know the manufacturer's name.
18	an organ would be nice...not necessary
19	More room for RE. More room for smaller groups to meet. An indoor play space for children on bad-weather days.
20	The Commons area because it is too congested.
21	We need a larger space for RE and we probably need a larger parking lot..
22	accessibility for all (basement!), wish fountain in meditation garden worked,
23	The hallway between the entrance and the children's classrooms is very narrow and hard to navigate.
24	It is not clear to me if having a sanctuary and a chapel is a great solution. Maybe I am wrong, but I feel that the chapel is not really used as a chapel that much. On the other hand, maybe it is a good idea.
25	make everything bigger
26	I would expand the sanctuary, and choir seating to allow for more congregants. Also would increase the size of the Mills building to allow for more classes and rooms that could convert from large to small and multi-use areas.
27	I feel when I am with RE that I am kind of off in a separate wing. That seems to echo some drift in our church culture to focus on adults and marginalize children. Kids maybe need child sized bathrooms near classrooms. The room dividers that pull out have never worked well. Hardly ever used. There are ones at First Unitarian that work. The Chapel has weird acoustics that are bad for older folks and to me, while it is bright and airy, it needs decorative aspects.
28	Enlarge sanctuary
29	I really like the current location and building.
30	Update energy aspects... to net zero

31	I like it the current space the way it is. Perhaps utilize the courtyard more.
32	Parking More classrooms Better choir facility Improve acoustics in sanctuary
33	ADA compliance (elevator to basement)
34	HVAC, restroom upgrades
35	Add a shower to one bathroom in Mills building. Not that hard or expensive to do. Add a classroom building to the property. Easy to subdivide into 4 smaller rooms. Re-design office spaces to provide better work space.
36	I have only been a member for about a year. Honestly, I really like our current space. I have not been around long enough to have confronted space or parking challenges. I have seen those challenges arise on holidays, but in the last year of regular Sunday churchgoing, I have never had trouble parking or finding space in the sanctuary. I initially supported the move because it seemed many in the church wanted it, and being a new member it did not seem to be my place yet to interject. Having been there a year, I will admit that I really like the current space and am more and more challenged to find what exactly is wrong with it. I am open to being in dialog with my other church members to understand what the challenges are.
37	Connect the offices with the sanctuary and chapel in the same building, larger common space for gathering, quiet meditation space for visitors
38	we lack soft spaces to be used for going deeper groups. classroom environments are somewhat sterile We have nowhere outdoors that we can gather as a whole church greater sanctuary volume would be nice.
39	More comfortable, intimate, and tranquil meeting spaces. I find it much easier to share authentically in a space that feels like a living room rather than a conference room.
40	Updated kitchen area
41	More light would be great, but I know enough to know that's not necessarily going to happen. Obviously we just need more room. Family promise needs dedicated space with showers and laundry.

42	<p>larger, fenced outdoor space so children and youth programming could use it more often and more safely.</p> <p>RE space that is more flexible, perhaps a space like the chapel with rooms that are off it so RE groups could meet for a collective experience and then gather in smaller groups to reflect, play and explore meaning together.</p> <p>Nursery and preschool spaces with both sinks and toilets.</p> <p>Sinks in every RE room to facilitate clean-up.</p> <p>MORE storage!!!!</p> <p>a central entry point for the RE rooms/wing so people could check-in and we could allow for more fluid movement among groups while keeping everyone safe and accounted for.</p> <p>space for our youth that has sunlight and they can make their own.</p>
43	Solve sound issues and create more spiritual spaces
44	<p>Remodel/reconfigure the basement to make better use of the space.</p> <p>The meditation garden is underused - could something be done to make that more appealing?</p> <p>The end of the RE hallway has turned into a storage space. It might be best to close it off and make it a more useful dedicated storage area.</p>
45	The sanctuary needs to be doubled in size.
46	The chairs in the worship space are cramped

What parts of our current JUC campus do you use most?

1	<ul style="list-style-type: none"> - Sanctuary (worship only, really) - RE rooms and nursery/preschool - Chapel (SOUPs, kids) - Mills Building (meetings) - Patio and playground
2	Sanctuary and Commons
3	RE, Sanctuary, back patio & playground
4	Small chapel for meetings.
6	RE rooms, sanctuary, chapel, and playground.
7	Sanctuary, chapel, meeting rooms in Mills.

8	Classrooms. Commons. Sanctuary.
9	Sanctuary, common area, meeting rooms.
10	Sanctuary, commons, classrooms
13	The sanctuary, the chapel, the patio, in that order.
14	Sanctuary, commons, meeting rooms in Mills Bldg., parking lot.
15	The main church sanctuary, the chapel, the community gathering room, meeting rooms.
17	Sanctuary, Mills' meeting room, and playground/patio.
18	sanctuary
19	Chapel, patio/outdoor play area, main chapel
21	the sanctuary , the commons and the office (I volunteer there)
22	sanctuary and so. commons
23	The sanctuary
24	the sanctuary and the commons
25	sanctuary gathering spaces
26	Sanctuary and back patio. Mills building for classes.
27	Meeting rooms. Sanctuary.
28	Common area
29	Sanctuary
30	Sanctuary
31	The main building for worship.
32	Sanctuary Commons Parking lot

33	Mills building meeting rooms Sanctuary
34	Sanctuary
35	Mills building for classes, groups
36	Sanctuary, outdoor area, RE hall
37	Common area, patio, chapel, sanctuary
38	sanctuary, commons, mills bldg., RE Wing
40	Commons and Sanctuary
41	The sanctuary and meeting rooms.
42	offices, RE rooms, chapel, playgrounds, patios
43	The general worship areas, and the small meeting rooms.
44	The meeting rooms, Commons, patio
45	Sanctuary, Mills building (meeting rooms and kitchen), south commons
46	Chapels

What parts of our current JUC campus do you use least?

1	Downstairs
2	RE Wing The sound bounces off the high ceilings and I tend to avoid joining groups that meet in these rooms because I simply can't hear that well in them.
3	Western side yard
4	Outside, admin building, anything downstairs.
6	Mills Building, basement.
7	basement
8	Offices

9	Chapel, outdoor area, downstairs.
10	Garden west of chapel -- I forget it's there, but I like it very much for contemplation
12	RE rooms for youngest
13	Classrooms, social hall, kitchen.
14	RE rooms, kitchen, office space.
15	RE rooms, but I still feel they are important. We just don't have kids of that age.
16	I seldom enter the office areas, for obvious reasons. Also, JUC is surrounded by swaths of grass that are useless.
17	Business offices.
19	Mills Building
21	RE building
22	I'm not downstairs much.
23	I've never been into the basement.
24	the mills building
25	RE (our kids are grown and live out of state, but they got a lot out of their RE experiences decades ago)
26	Playground...but as an adult, I might feel a little out of place there. Kitchen, but mostly because I haven't had opportunity to come play there.
27	Basement
28	Children's education rooms
29	Playground!
30	Youth Rooms
31	office

32	Classrooms Offices Basement
33	RE
34	RE, never even been in the basement
35	RE. No longer have young children.
36	Mills Building
37	Basement, mills
38	Staff side of the mills building (i'm not staff)
40	Playground
41	The RE wing now, but it was once the hub of our JUC lives, so it must continue to be important. I don't use the basement much.
42	grassy area because it isn't fenced and has a concrete road going through it.
43	The basement for teenagers
44	Meditation garden
45	basement, RE wing
46	Downstairs

What else would you like to see in a future JUC campus?

1	See comments in "What I'd change about the JUC campus" Also better accommodations for Family Promise and Sanctuary families
2	A new podium (pulpit) The dented copper one has had its day.
3	Cozy gathering rooms quasi living room style, to accommodate 8-30, at least 3 music practice spaces, natural outdoor landscaped space with water feature and substantial tree shade

4	Outdoor spaces for community picnics/dinners/movies/etc. More comfortable sitting rooms for small group meetings (currently always in spaces that feel like classrooms).
5	rooms people could rent or reserve for private study/meetings
6	A good A/V system for worship and music. Lots of natural light! Sustainable design that includes design elements that invoke the natural environment.
7	If a big sanctuary is planned, a smaller chapel would be nice, too.
8	Sustainability. Room to grow.
9	Larger, more comfortable common spaces.
10	No stairs
12	Stain glass chalice
13	More beauty, indoors and out! A greater sense of the sacred!
14	A high ceiling in the sanctuary is must, to preserve the spiritual feel of services--a low ceiling would make me feel as I were worshipping in Walmart.
15	Sustainable energy installation, garden area to raise veggies for the local community.
17	Beautiful combination of natural elements, including lighting.
18	maybe a labyrinth.
19	More room than we have now, without losing the beauty and natural areas we already have
20	Larger worship and meeting spaces.
21	Facilities and space to help homeless and displaced immigrants.
23	A bigger kitchen for Family Promise
24	underground parking.
26	Quite natural spaces, as well as outdoor meeting areas. Wind, solar and other sustainable building practices. Water catchment and auto irrigation of the areas that have vegetation. In addition, a community garden with a pergola patio area that can generate food for the needy as well as sold to benefit the programs at the church.

27	<p>We currently have little space for bulletins and blackboards/whiteboards. People always reduced to lugging flipcharts and these with unsteady legs.</p> <p>Art could be displayed if it were behind glass or something lockable.</p> <p>Lighting needs an update--those globes are very 50s. The "Great Wall" is a hack, needs a real solution.</p>
28	A few small rooms set aside for private counseling.
29	I've already covered that in previous questions.
31	More space for the kids.
32	<p>Garden setting</p> <p>Choir "loft"</p> <p>Good acoustics</p> <p>Better office spaces</p> <p>More parking</p>
33	Below market rental space for mission and values aligned organizations.
34	Sanctuary in the round, upgraded seating, outdoor views
35	Bring the outdoors in. Sustainable building.
38	larger outdoor spaces. (I like how they are separate from vehicle traffic, it would be nice to maintain that quality)
40	A half basketball court would be nice for all ages and it would promote good health. A library where members can check out, read and return books for free.
41	Great space for the choir and other music during worship. A library. Better, more spacious offices for ministers and staff, with privacy for ministers when providing pastoral care.
42	<p>more than one chapel or large space that we could use for dinners, large group play areas.</p> <p>more offices with better sound dampening.</p> <p>the coffee hour space with nooks for young families and for elders who have trouble hearing in the large, open area.</p> <p>2-3 large outdoor fenced play areas for different age groups in mind- with natural play equipment- logs, rope ladders, trees, as well what we have now. the kids would love a zip line and a gardening area.</p>
43	More vibrant spaces for all ages. Multi generational spaces that can provide a better overall aesthetic experience.
44	Good wifi, commercial kitchen

- 45 showers/laundry facility for Family Promise families as well as for us to offer sanctuary if needed. More parking. Dedicated practice area for choir practice and other "noisy" events far from the sanctuary when it is being used for public events. too often they are drowning each other out. Sanctuary doors not situated right by the front or main entrance. Noise from children running and yelling, adults carrying on conversations, all distract from programs or services in the sanctuary

Is there anything else you would like us to know?

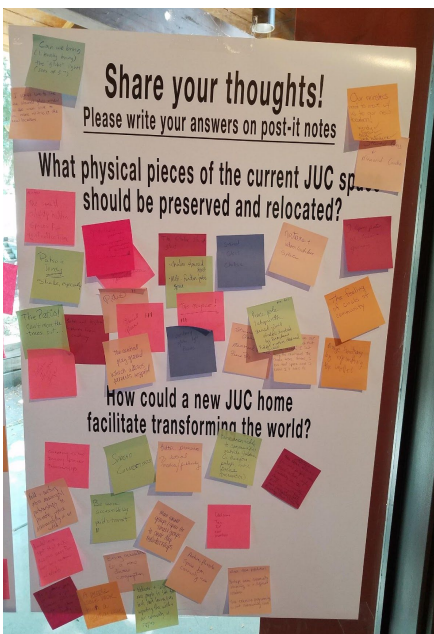
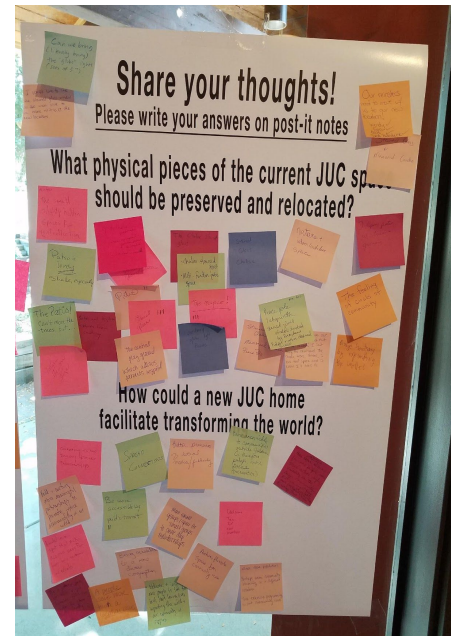
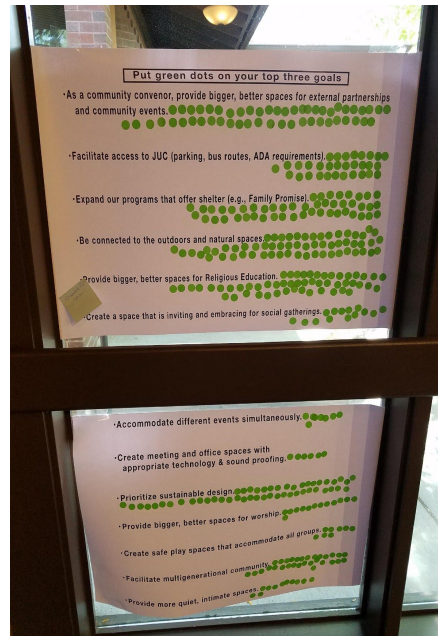
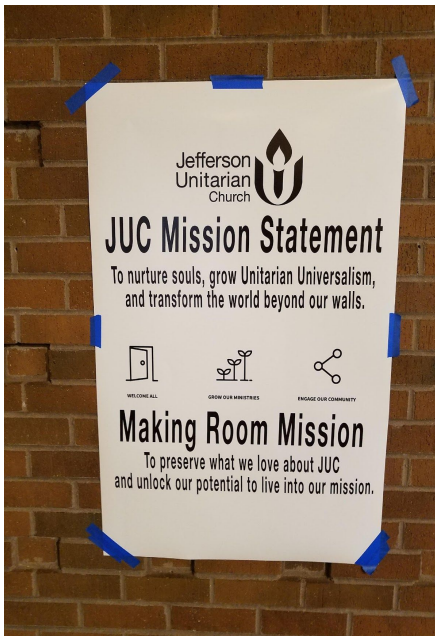
1	<p>Image preferences by category:</p> <p>Lighting - soft and warm, not fluorescents, as much natural as possible</p> <p>Commons spaces - multiple, bright, cozy, varying sizes</p> <p>Sanctuary - cozy at floor level with bright, natural light; woods and natural tones</p> <p>Approach - integrated with multiple materials; grounded but inspirational; earthy yet aspiring - not grandiose, ostentatious</p> <p>I want JUC to be a dynamic, engaging, central, driving, reflective, compassionate center of Being and Doing in the metro area. I want us to serve the world meaningfully and inspire growing numbers of individuals and families, offering meaningful connection and ways to engage and change the world, to share our values and spread love here and in far-flung places. I want JUC to be more than a lovely suburban church with a comfy feel and good sermons. I want us to nourish our spirits and direct love and action outward in little and big ways. I want our kids to be held, and loved, and challenged, and honored so they have deep roots and happy, expansive wings. I want people to find and claim JUC as our Blue Boat Home in a vast world with profound needs, weathering the many chapters of our lives here - giving and expanding when able, sheltering and healing when needed, connecting, loving, and Being whole.</p> <p>Thanks for the chance to share thoughts in multiple ways - the Sun community event (9/23) and this survey.</p>
3	I worked at a preschool in Federal Heights enrolling and arranging grants and scholarships. If JUC wants to impact the immediate community in need, the most expedient avenue to do it is to establish a preschool that welcomes bilingual families. The opportunities to expand the reach of this church across socio economic and cultural lines abound.
4	Thank you for all you are putting into this, including how much you're reaching out for input.
6	I'm excited to see the results of this process. And know that while it will be impossible to make everybody happy, the most important thing that people want to see in this new space is the same welcoming environment and loving people.
10	I've done the pictures previously
12	A beautiful space for events to bring community to building and learn about juc

13	In some of these photo series, I really didn't see three I liked, particularly the sanctuaries, and was frustrated that I had to choose in order to proceed.
14	nope
16	Please consider a landscape that sustains life rather than consuming resources. Ponder a landscape that is ecologically sensitive, and consistent with UU values. Remember the Colorado River that dries up long before it reaches the sea in Mexico. Let's make the children in Mexico a higher priority than our lush green lawns and exotic flowers.
17	Thank you!
18	Please have the new space accessible to the foothills. Thank you.
19	Thank you!
21	Something like the Walmart site at 38th & Youngfield--a large building w/ parking, large areas outside for playgrounds and gardens
22	shade in outside spaces, I like our chairs over benches in sanctuary
23	Thanks for doing all this work to find a space that works for everyone!
24	After seeing more pictures, I really like the idea of having a balcony in the sanctuary. One thing I like about having a full sanctuary is that it feels great. Having a half empty sanctuary makes it feel like the community is only half there. However, having a nearly full sanctuary and a nearly empty balcony wouldn't be like that in my opinion. If you are on the main floor, it would still feel full - you don't notice the people in the balcony much. If you are in the balcony, you see the fullness of the main floor.
25	Thanks for asking all these questions and for sharing as much information as you do!!!
26	Use of as much natural light to our advantage as possible. Having South-facing windows that have coverage during the summer months to reduce direct heat, but use for maximum heat gain in winter months. If we are to build or retro-fit, sustainability as one of our values, should be clearly evident upon encountering the property.
27	We could use color and glass more creatively. I like panels that are glass or glass and wood. If we want to house homeless guests, we need to design around these needs (they need baths and privacy, while maintaining safety and especially child safety.) The kitchen in Mills is a joke, and way too small to do what we ask it to. Better storage, microwaves, dishwashers.
28	No, thank you.

29	<p>Those lighting choices were tough. Every church should have some kind of stained glass, but not walls of it like the example. It should not be modern with simply solid colored panes, but rather a natural design such as a garden or flowers. It should let light in and utilize the orientation of the building vis a vis the light source.</p> <p>The other lighting choices didn't quite strike the right chord. Can lights are good as long as they're diffused light and not a spotlight shining straight down. That is not flattering light to be sitting under!! Hanging fixtures could be good, depending on the fixture. I don't like modern.</p>
31	Trees, gardens, natural lighting, community seating in the gathering area. :)
32	<p>Flexible spaces, as movable walls.</p> <p>More bathrooms, or larger ones.</p> <p>Location close to current one.</p>
34	Thank you for the opportunity to participate in the process.
36	Have we thought about safety and security concerns in a new campus? What design features can we employ that are aesthetically desirable but might also serve the dual purpose of keeping our church and members safe? (I'm thinking of shelter-in-place capability in RE rooms, etc.)
40	We live closer to Columbine U.U. and closer to First Universalist. We come to JUC for many reasons and the location of the church is not one of them. As long as we have our wonderful congregation, amazing Reverends and spectacular church staff then we will support this church darn near anywhere you put it.
44	thanks

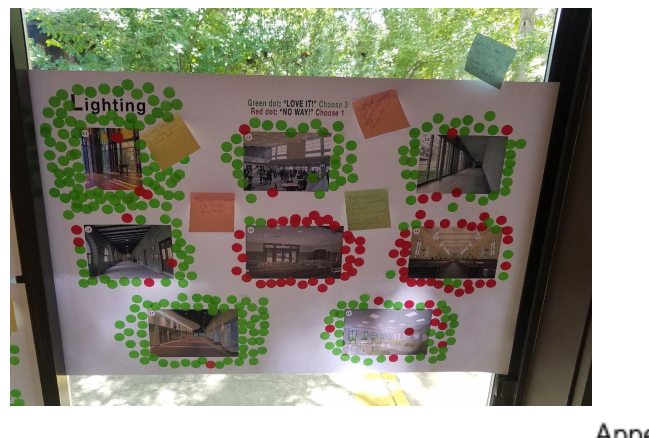
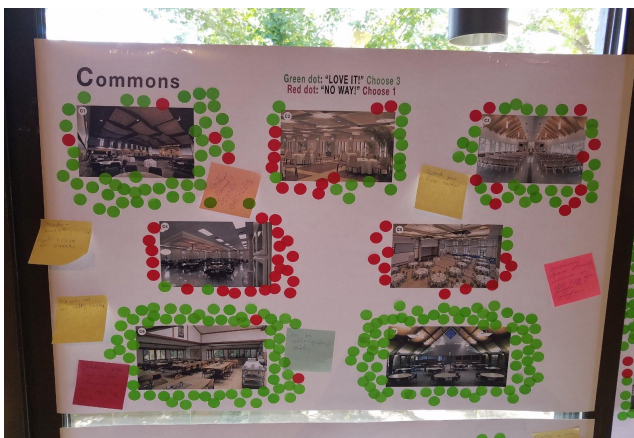
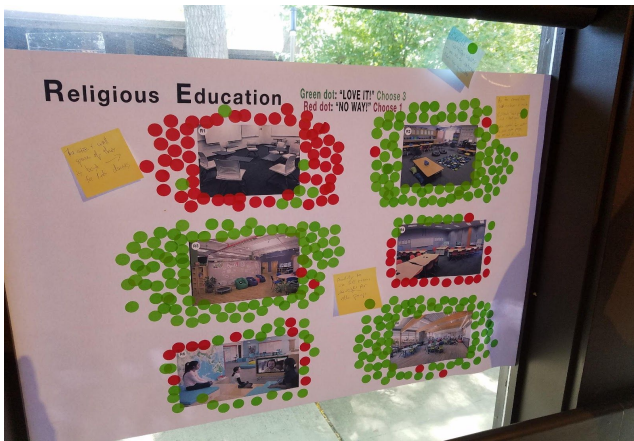
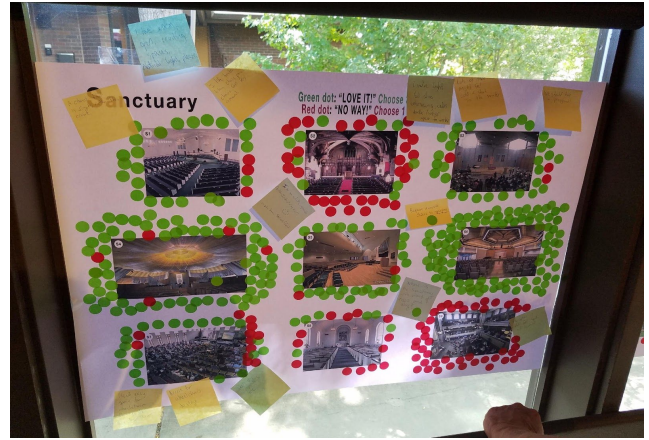
Dot Voting Charrette - Sun. 9/23/2018 after both 9am and 11am services

Goal Prioritization and Open Ended Questions after Charrette Voting



Dot Voting Charrette - Sun. 9/23/2018 after both 9am and 11am services

Image Categories after Charrette Voting



Dot Voting Charrette - Sun. 9/23/2018 after both 9am and 11am services

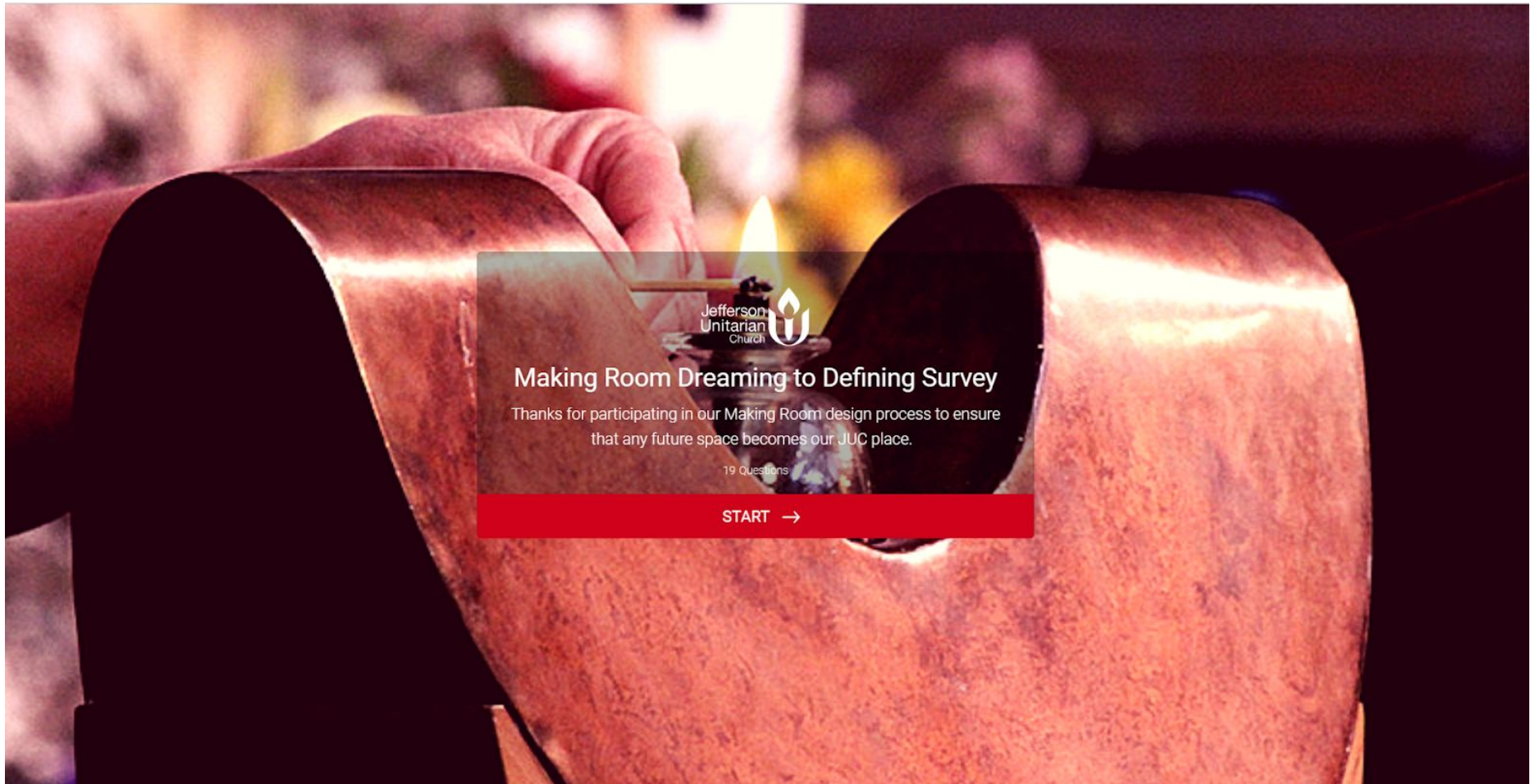
Voting Images – 1 of 2



Dot Voting Charrette - Sun. 9/23/2018 after both 9am and 11am services

Voting Images – 2 of 2





JUC Mission Statement

To nurture souls, grow Unitarian Universalism, and transform the world beyond our walls.

Making Room Project Statement

To preserve what we love about JUC and unlock our potential to live into our mission.

Making Room Project Goals

Please select the 3 goals that are most important to you.

☐ As a community convener, provide bigger, better spaces for external partnerships and community events.

☐ Facilitate access to JUC -- from parking to bus routes to ADA requirements.

☐ Expand our programs that offer shelter (e.g., Family Promise)

☐ Ensure an indoor/outdoor connection that emphasizes natural space.

☐ Provide bigger, better spaces for RE.

☐ Create a space that is inviting and embracing for social gatherings.

☐ Accommodate different events simultaneously.

☐ Create meeting and office spaces with appropriate technology and sound proofing.

☐ Prioritize sustainable design.

☐ Provide bigger, better spaces for worship.

☐ Create safe play spaces that accommodate all age groups.

☐ Facilitate multigenerational community.

☐ Provide more quiet, intimate spaces (e.g., meditation and small group spaces).

Open Ended Questions:
(Each on a separate page)

What physical pieces of the current JUC space should be preserved and relocated?

How can a new JUC home facilitate transforming the world?

What aspects of JUC's current location help make it a special place?

What elements of JUC's current space would you change or enhance?

What parts of our current JUC campus do you use most?

What parts of our current JUC campus do you use least?

What else would you like to see in a future JUC campus?

Image Choices

The following eight categories contain images for you to review.

In each category, please choose three images that you'd like to see in a new JUC.

To enlarge the individual images, select Command/+ on a Mac, CTRL/+, on a PC.

Approach

Please choose 3 images with elements you'd love to see in a new JUC.



A1



A2



A3



A4



A5



A6



A7



A8



Sanctuary

Please choose 3 images with elements you'd love to see in a new JUC.

☐

S1

☐

S2

☐

S3

☐

S4

☐

S5

☐

S6

☐

S7

☐

S8

☐

Religious Education Spaces / Classrooms

Please choose 3 images with elements you'd love to see in a new JUC.



R1



R2



R3



R4



R5



R6

Playgrounds

Please choose 3 images with elements you'd love to see in a new JUC.



P1



P2



P3



P4



P5



P6



P7



P8

Outside Gathering Spaces

Please choose 3 images with elements you'd love to see in a new JUC.



01



02



03



04



05



06



07



08

Meditation / Reflection Small Group Space

Please choose 3 images with elements you'd love to see in a new JUC.

☐

M1

☐

M2

☐

M3

☐

M4

☐

M5

☐

M6

☐

M7

☐

M8

Commons Space

Please choose 3 images with elements you'd love to see in a new JUC.

☐

C1

☐

C2

☐

C3

☐

C4

☐

C5

☐

C6

☐

C7

Lighting

Please choose 3 images with elements you'd love to see in a new JUC.

☐

L1

☐

L2

☐

L3

☐

L4

☐

L5

☐

L6

☐

L7

☐

L8

Is there anything else you would like us to know?

RE Teachers Meeting regarding Making Room

Sun. 3/4/18, 12:30 - 1:45 pm

Participants: Annie Scott, Jesse Hennesy (YRUU), Nancy Von Bursk (2nd-5th), Lynn Gasper (2nd-5th), Margie Biblin (YRUU), Julie Excell, Christine Leahy (4th-5th), Ashley Armstrong (7th), Dede Cross (7th), Sue Parilla (8th)

Guest: Debby Bower

General Comments / Feedback re Making Room

- Concerns for Evergreen participants - much further east becomes can be a deal breaker.
- Two campuses notion - maybe there's a model here that works (from several JUCers)
- Fundamental Q - are we seeking a different site to attract members or provide services?
- Caution with 'expectations' of magically attracting a diverse community even if we're located closer to diverse peoples.

What we Love about JUC's Campus

- Patio - alternative engagement, social space, beautiful
- Outdoor space - Labyrinth, nature, playgrounds
 - Proximity to adult social space and fenced nursery
- Location - convenient for many people, near I-70, part of greater Denver
- Chapel - shape, windows, color, smaller worship space, natural light
- RE space - most rooms look out on something pretty
- Park nearby - extends available space
- Kitchen(s)
- Children's snack tables in the Commons
 - These are visible, a part of the community, etc
- RE in main building (some) - also important for visibility, connectedness
- Enough adult bathroom space

Challenges of JUC's Campus

- Lack of children's bathroom space
- Rooms aren't big enough
 - I.e., Mills rooms are restricted to large ovular shapes
- RE space feels sterile
- Barriers aren't soundproof, therefore aren't effective dividers
- Acoustics are challenging
 - Chapel for sure
 - Also outside - you can hear the nursery, no access for youth small groups out front because you can hear them in the worship service
- RE space is designed for adults and modified for kids
- Only one group can use outdoor areas at a time
- We're not properly serving folks already here, much less those who could be here.
- Summer could only be 30 kids due to space limitations
- Spaces are basically all carpeted - hard to do messy stuff (for kids and others)
- Downstairs groups operate in storage spaces

Challenges of JUC's Campus (continued)

- Inaccessibility of basement
- General dinginess and odd “communal rights” that doesn’t respect youth space (i.e., sudden entry to youth gatherings when storage access needed)
- Fears we will get smaller due to frustrations with overcrowding.

What We’d Love In a Bigger Space

- More outside space - useful in different ways
 - Free running space, a zipline
- Spaces designed for children/youth
- Ability to intentionally design RE programming and space that works
- Space that can be used for a while after class (for fellowship and continued conversation without being shooed out the door for the next activity)
- Adult meeting space for teachers/advisors
- Flexible seating spaces for social hour
- Acoustic privacy for social hour
- Flexible space (i.e., coffee shop flexible space with small nooks)
- STORAGE
- Access to outside
- All ages feel like part of the congregation
- Youth (really nobody) not relegated to the basement
 - The primary issue is isolation and inaccessibility, an inviting downstairs space would be fine if it weren’t isolated and overrun with others’ stuff.
- Intentional age groupings for RE - discussion of merits of 2-year bandings
- Multiple kitchens - an RE accessible one for kids (maybe lower counters...)
- A sink in every room
- Some indestructible, indoor tile space for messy fun and activities
- Space for youth sleepovers and Cons (with sleeping, eating, fellowship, breakout session, large group spaces, etc)

Youth Desires (Youth identified this morning)

Facilities

- YRUU only space (or we have full control to make it our own)
- Window
- Bring these couches and get more furniture like beanbags
- Food: mini-fridge / pantry
- Proximity to kitchen
- Counterspace and outlets
- Lighting (see WINDOW)
- TV with Chromecast or something of the sort
- Wifi signal
- Phone sill (place to park phones so they’re accessible but not present)
- Clock
- Improved name tag system
- Carpet/Rugs (careful for ease of cleaning)
- Floor comfortable to sleep
- Embiggened room (with easily movable furniture)

Youth Desires
(Youth identified
this morning)

- Split floor/carpet (just easy to maintain for assorted purposes)
- No reason to have adults walking through (ie the storage room)
- Seven Principles legible
- Access to outdoors

Programmatically

- Ability to hang out with younger kids
 - Buddy system (bring to the service)
 - Be part of Children's Chapel
 - YRUU curriculum with them
 - Go to RE Sundays
- Livestream the service? with the TV
 - Try to solve the general adult attitude toward youth
 - So that if there is an important part of the service to watch
- "Praygrounds"
- Have YRUU during the service
- Have separate group seating
- Intentional spiritual practice

What does 7th grade owl need?

- Space for 30+ to meet (regularly Sept-May)
- Space for that area to be sectioned off (room dividers)
- Quieter doors
- Kitchen/fridge/oven/dish ^{quieter} washer
- Tables
- Stackable chairs
- Big screen TV access
- Better soundproofing
- Shades on the doors for privacy

4 Sleepovers / year (Sat night - midday Sun)

- Kitchen
- Bathrooms (3+)
- Outdoor space - full campus games
- Space for segregated sleeping areas
 - Rooms w/ windows
 - Common area for facilitators
- Access to clean up items (vacuum)
- 2+ areas for 30+ mtg space / dining
- Quieter doors
- Ability to be loud • crazy AND fun w/o disturbing others.

- It's a great that our classroom & sleepover space can be the same and that the mill's building provides is space for both.

Adult owl -
Space for 30+ to meet as a group +

OLLI FACILITY REQUIREMENTS

Provided 5/7/2018

Relative geographic accessibility and convenience for current members.

Convenience within the facility:

- Elevators if more than one floor
- Limited stair requirement (outside and inside the facility)
- Convenient classroom location within the facility

Sufficient parking availability at the facility

Reasonable suitability for those with mobility issues

Reasonable acoustics. Limited inside and outside distractions in the classroom areas (preferably without high traffic area noise or noise from other activities within the building -e.g. singing, talking, children)

Areas to gather and socialize between sessions

Access to refreshment and lunch area

Available kitchen facilities for some classes

Adequate number and varying room sizes to accommodate large and small classes with adequate number of suitable tables and chairs; specifically:

Each classroom listed available for 2 OLLI classes per day:

- 4 classrooms available 4 days per week that accommodates at least 30 **AND**
- 2 classrooms available 4 days per week that accommodates at least 60 **AND**
- 1 classroom (sanctuary) available 5 days per week that accommodates at least 200 **AND**
- 1 room that accommodates exercise classes at least 2 days per week **AND**
- 1 room that accommodates arts/crafts (can tolerate the messiness of painting classes) at least 2 days per week

A small office for OLLI sufficient for a desk, and areas for storage of equipment/supplies

Good temperature controls for all seasons

Availability of technical equipment in the classrooms. Adequate projection screens-size and number

Affordable costs

JUC Board meeting
8-25-18
Criteria Document Phase 2
Goals, Project Statement

Vivid Architectural Experiences:

- Gatherings on the bricks at JUC
- Smelling “air before anyone else” – between buildings on grandparent’s farm
- Big church around me, hearing every sound of music at St. John’s cathedral in Denver
- Different views – lightening bugs in the back field, looking at ceiling
- Grand Teton Lodge, looking out at view
- Arriving in Midtown Manhattan by train
- Working in old safe in State Capital- living amidst history
- Art Institute of Chicago as an escape from my cubicle
- PBS documentary on Falling Water
- 5th floor of Denver Public Library
- Notre Dame Cathedral in Paris, and Muir Woods- timeless sacred belief
- Water, wind and the play of light; SPLC monument (sacredness)

JUC Mission:

To nurture souls, grow Unitarian Universalism, and transform the world beyond our walls.

Project Statement

To preserve what we love about JUC and unlock our potential...

- To transform the world
- For the future
- To live into our mission

Goals:

- To be a neighbor to, and a resource for, wherever we are situated
- Facilitating access to JUC (ADA, bus route, a seat, parking, etc)
- To be a cold weather shelter for homeless people
- To maintain/expand program of offering shelter
- To facilitate the “yes” -> go do it!
- To have natural spaces adjacent
- To serve the current members (e.g. RE, services) -> acoustics
- To provide bigger, better spaces for:
 - RE
 - External partnerships (non-profits)
 - Those needing sanctuary/housing
 - Hosting events for JeffCo
 - Places for deepening

- Variety/diversity of meeting/gathering spaces
- JUC should be a place that welcomes, fosters joy, and facilitates wholeness (Aspirational and Inspirational)
- Inviting and embracing (food is a part of this)
- Safe and secure (physical security)
 - (Refuges available)- Flight, Freeze, Fight - Access control
- Accommodate many uses simultaneously (e.g. happy events and memorial services)
- Dedicated space for quality video conferences/board space
- Huddle rooms
- Play space (center of the church is the courtyard)
- To center the church on natural spaces
- To make the church beautiful – aesthetics matter
- Play space:
 - Open mic night
 - Auction as fun-raiser
- Foster/facilitate connection both internally and externally
- A place that people enjoy being (Read The Happy City)
- To facilitate multigenerational community (also meet needs of those in different life stages (eg. Cry room, acoustics) Note: Places to sit- just one couch outside the sanctuary)

Environmental sustainability can't get lost
 "resiliency" or "regenerative design"

Questions:

What physical things should we bring with us (e.g. stained glass window, memorial garden dirt)

Questions about JUC mission:

- How can a new JUC home facilitate transforming the world

MISC:

Use vivid architectural experiences as intro for congregation?

Making Room Forums

Dec. 2017 - April 2018

11 Forums with 112 Total Participants

Constraints on our Current JUC Campus

- Sanctuary crowding
- RE program overflowing
- No public transportation
- Much time devoted to scheduling and rescheduling
- Large events spill out of the sanctuary and parking lot
- Small group & spiritual practice space limited
- Inability to be a Net Zero Carbon facility
- Building limits current programs
- Outreach limited (eg. Family Promise, Sanctuary Church)

Jefferson Unitarian Church



Next Steps Weekend Summary

March 11, 2018

Kay Crider & Rachel Maxwell, Stewardship for Us

Our Background

- Unitarian Universalists for 47 years combined
- Stewardship for Us = decades of experience
 - Six team members
 - UU Congregations & other clients
 - Grew out of UUA
- Professional advice:
 - Annual program funding
 - Capital (building) funding
 - Planned Giving
 - Mission/Vision/Strategic Planning



What is a Next Steps Weekend?

- Gather information about your church
 - Received lots of information prior to our visit
 - Lots of meetings and conversations this weekend
 - Questionnaire for your input
- Provide recommendations to meet your stated goals
 - List of steps and best practices
 - Summary Presentation after Sunday Service
 - Written report

3



WHY ARE YOU HERE?

JUC's mission: *to nurture our spiritual community, grow Unitarian Universalism, and transform the world outside our church walls.*

DEEPEN to our truest selves

CONNECT authentically with others

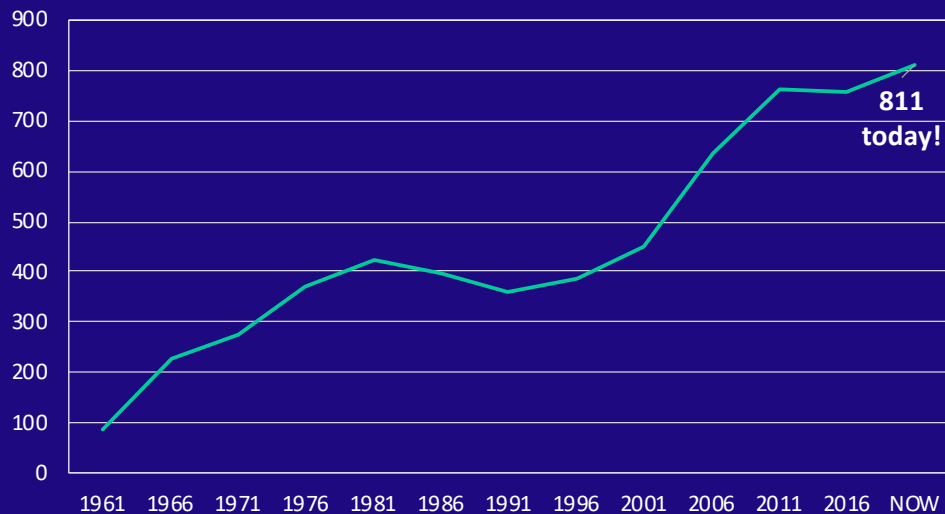
ENGAGE with needs greater than our own

4



JUC Membership

Sustained Growth Over Time
Impressive!



5



What about other options?

- Renovate on site
 - Not possible with property and zoning
- Start a satellite or different campus
 - Been there, done that
 - Who is volunteering to leave to go there and make it happen?
 - You love THIS congregation, right?
 - No evidence of success in our UU church model



6

The Process

- Opportunities for input, questions, visioning
- 2 stages for voting
 - Stay or go vote
 - IF yes to move, then ...
 - Vote whether to buy a particular building
- YOU, the congregation decides



7

The Two-Step Vote Analogy

(inspired by one of your wise lay leaders)

1. Do we need a new/different car?
 - How will this car help us get where we want to go?
→ *VOTE!*
2. IF we decide we need a car, what type of car do we want to buy?
 - Will it be a Nissan Leaf or a Tesla?
 - Can we realistically afford the car we want?
→ *VOTE!*



8

Who is this for?

1. What do **I** want?
1. What do I want for the continued success of the WE, the **congregation**?
1. What do I want for my **grandchildren & great grandchildren**?

I, WE, FUTURE GENERATIONS

→ to help us grow more fully into our mission now & to leave a legacy for others

9

The Money Piece

- There is an ambitious *but realistic* range for a capital project, given your size and annual program giving
- Your leadership knows that range & they will be fiscally responsible when / if they make a recommendation
- And the range is ...



General Guidelines on Amounts Raised in UU Capital Campaigns

You may raise 3-5x your annual giving

= \$2.5 MILLION TO \$4 MILLION

- Need *at least* one gift = 15% of total campaign goal to reach 3x your annual giving
 - 2 or 3 at this level is even better!
 - e.g. If your goal is \$4 million you need at least one \$600,000 anchor gift
- Gifts come from assets or savings rather than the income you use to support your church programs



11

JUC Current PLEDGE Distribution

Annual Pledge Amount	Number of Households	Total
up to \$600	201	\$72,242
from \$600 to \$1200	124	\$117,954
from \$1200 to \$3000	158	\$303,486
from \$3000 to \$6000	42	\$217,594
from \$6000 to \$18,000	13	\$132,103

Number of Households: 538

Total Pledging: \$843,378



12

Equity in JUC's Building

- About 2 million in equity



- Not starting from scratch
- *IF you need a loan*, realistic debt service for a church is 15% or less of annual budget
- Financial planning will be done



13

Survey
says ...



TOP **Strengths** You Identified

- Minister / Staff – 55%
- Community / People - 49%
- Sunday Services – 49%
- Music – 41%



14

Survey
says ...



TOP **Challenges** You Identified

- Facilities – 54%
- Lay Leadership / Volunteer Growth – 42%
- Growth of Programs – 30%
- Growth of Membership – 28%

15



Survey
says ...



TOP **Priorities** You Identified

- Convener for Social Justice – 41%
- Facilities Improvement / Relocation – 41%
- Grow Capacity as Resource – 34%
- Expand Volunteer Base – 34%

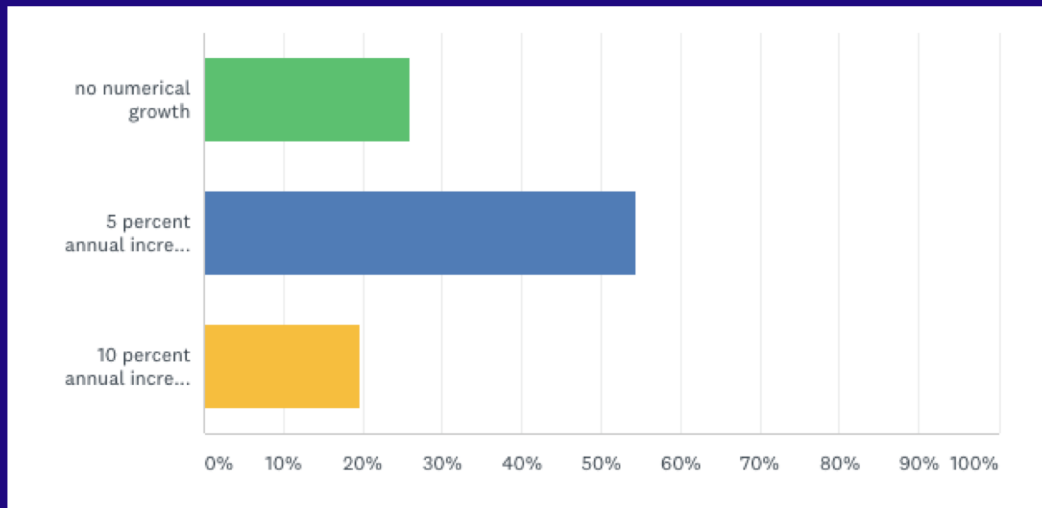
16



Survey
says ...



Your Hoped for Growth Rate



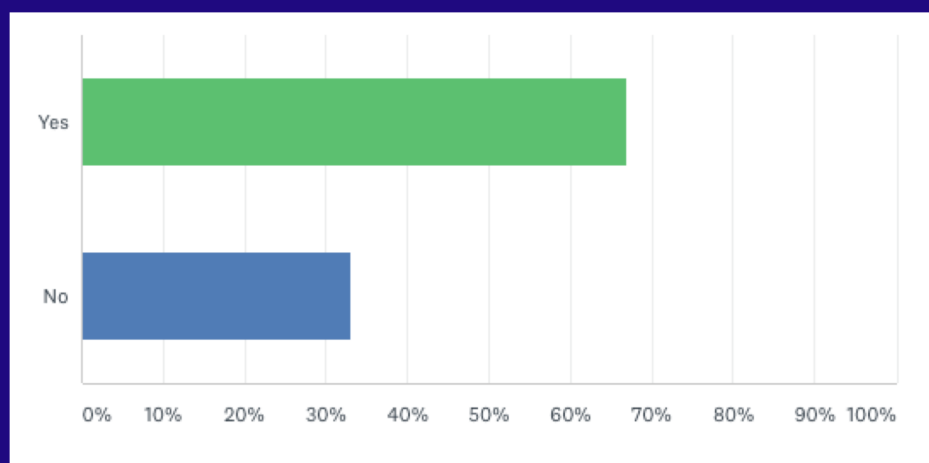
17



Survey
says ...



You Would Contribute to a “Making Room” Capital Campaign



18



Readiness Indicators for a Capital Campaign

- A compelling Vision and Plan for your Programs and Building
- Awareness of need(s) by the members; sense of urgency
- Engaged fellowship & low conflict
- Healthy stewardship
 - Congregants have good giving habits
 - Able to talk about financial commitments ...



19

What does a personal stewardship conversation look like today?

- Meet for coffee, lunch, or at home (~45-60 min. total)
- Get to know each other better (20 min.)
- Share what you love about your church (10 min.)
- Share about the program or project (10 min.)
- The Ask: Financial commitment form (10 min.)
- It's fun and you get to **fund** what you love!
- ~ Be kind & gracious when you get a call! ☺



20

Commendations for JUC

- Settled, multi-talented minister that you love & great staff
- Superb fiscal management
- Use the Fair Share Giving Guide & sophisticated about pledging & stewardship
- A **Beacon** for our UU denomination
- Sustained growth for a long period of time
- Diversity in age and many young families
- Strong sense of community at your size!

ROCKSTARS!



21



Observations about JUC

- Some concern & anxiety about the money for a potential building and about change
 - That's understandable & natural
- Some program areas could use more volunteers
- Some of your staff compensation is below recommended amounts

22



Recommendations for JUC

➤ Trust in the process

- Everyone wants to succeed if you decide to take on this project
- Every indication is of fiscal responsibility
- Congregation decides
- Don't rush but be bold & ambitious
 - Follow steps in timeline
 - You have an opportunity that most UU congregations don't have

23



Ambitious Timetable

Winter / Spring 2018 / Summer

- Continue opportunities for dialogue on visioning and dreams of a home to let you further your mission
- Hold congregational vote on whether to stay or identify opportunities at another site
- If Yes vote to identify off-site opportunities, then investigate options within realistic financial range
- Identify best option given needs articulated by congregation ...
- Plan for Financial Feasibility Study
- Possible offer contingent on congregational approval

The timing of the following recommended Next Steps is dependent on the timing of identification of a potential new church home

24



Recommended Next Steps (cont.)

- Financial Feasibility Study with specific property in mind
- Share results of FFS with congregation
- ID of scope of potential needed renovations
- Architect engagement for preliminary renovation drawings
- Assemble Capital Campaign Team & begin planning
- Financial planning in light of FFS results
 - Outline funding package for potential purchase
 - Determine bridge or longer-term loan needs
- ID Bank

25



Recommended Next Steps (cont.)

- Town Hall for congregation regarding financial planning & building
- Congregation votes on whether to proceed with capital campaign for particular building purchase
- Continue Capital Campaign planning
- Recruit and train visiting stewards for quiet phase
- Quiet/Leadership phase of capital campaign & continued campaign planning – 3 mos.
- Recruit and train visiting stewards for main phase of campaign
- Launch Capital Campaign –3 more mos.
- Secure loan (if seeking loan) once pledges in place

26



Moving Forward

- ✓ Shared Vision, Shared Values & Deeper Connections
- ✓ Should you choose to move, remember that your wonderful community will be in the new home together
- ✓ Hold each others hearts in your hands
 - Listen attentively
 - Express appreciation often



27

Make no little plans.

They have no magic to stir the blood and
probably will not be realized.

Make big plans.

Aim high in hope and work, remembering that
long after we are gone our work will
continue to be a living thing.

Remember that our children and grandchildren
are going to do things that would stagger us.

So, make no little plans.

– Daniel Burnham



28

I hope our time together was
valuable to you



Do you have any
questions?



29

Thank you!



Kay Crider & Rachel Maxwell
www.stewardshipforus.com



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**Next Steps Weekend Report for the Jefferson Unitarian Church
March 2018**

**Next Steps Weekend Report
for the Jefferson Unitarian Church in Golden, CO**

I. Summary

The Jefferson Unitarian Church in Golden, CO engaged Kay Crider and Rachel Maxwell, Stewardship Consultants, to conduct an on-site visit to provide an independent, professional opinion on recommended next steps with the goal toward an eventual capital campaign in support of a larger church home. The findings are summarized in the following outline and detailed further in the remainder of the report.

A. Commendations

- Settled, multi-talented minister that you love
- Great staff and board
- Superb fiscal management
- Use the Fair Share Giving Guide & sophisticated about pledging & stewardship
- A Beacon for our UU denomination
- Sustained growth for a long period of time
- Diversity in age and many young families
- Strong sense of community at your size!

B. Observations

- Some concern & anxiety about the money for a potential building and about change
 - That's understandable & natural
- Some program areas could use more volunteers
- Some of your staff compensation is below recommended amounts

C. Recommendations

- Trust in the process
 - Everyone wants to succeed if you decide to take on this project
 - Every indication is of fiscal responsibility
 - Congregation decides
- Don't rush but be bold & ambitious
 - Follow steps in timeline
 - You have an opportunity that most UU congregations don't have

Next Steps Weekend Report for the Jefferson Unitarian Church
March 2018

II. Basic Data on the Congregation

Name and Mailing Address of Congregation	Jefferson Unitarian Church 14350 W 32 nd Avenue Golden, CO 80401 (303)279-5282 office@jeffersonunitarian.org
Website Address	http://jeffersonunitarian.org/
Senior Minister; Associate Minister; Minister of Music (on sabbatical)	Rev. Wendy Williams; Rev. Eric Banner; Rev. Keith Arnold
Main Points of Contact	Rev. Wendy; Carol Wilsey, Business Administrator
Number of Members	811
Annual Financial Commitments as of Feb 2018	\$843,378
Average Household Financial Commitment	\$1,542 from 547 households
Median Household Financial Commitment	\$1,020
Current Operating Budget	\$951,000
Endowment	\$626,523
Most Recent Approach to Stewardship Drive	Year-round pledging via email/website
Recent Capital Campaign	2000-2005 raised \$1.3M for expansion/renovation

III. Objectives and Scope of the Next Steps Weekend

The purpose of the Next Steps Weekend is to provide your congregation with an objective eye to identify strengths, opportunities, and any areas needing improvement in light of the congregation's upcoming decision to stay in your current building or purchase another building to help JUC live more fully into your mission.

Prior to the on-site visit, Kay and Rachel received and reviewed substantial material, including information on finances, membership, programs, staffing, congregation history, by-laws, annual reports, newsletters, and the congregation's web site.

Kay also had email exchanges and/or telephone conversations in advance of the visit with:

- Kathy Covert, President, Board of Trustees
- Carol Wilsey, Business Administrator
- Rev. Wendy Williams, Minister
- Darcy Stanton, Communications Manager
- Dea Brayden, Project Management Posse member

Next Steps Weekend Report for the Jefferson Unitarian Church
March 2018

While on site, Kay and Rachel met with the minister, board, staff and church committees/teams/posses to gather information in person about programs and stewardship and to provide information about next steps for moving forward. See Appendix A for the Next Steps Weekend Agenda.

IV. Commendations, Observations and Recommendations

A. Commendations

1) You have a settled, multi-talented senior minister that you love

You are blessed (in whatever way your UU sensibilities interpret that term) by having Rev. Wendy as your senior minister. She is an excellent leader for both the congregation and the staff, she is compelling and genuine from the pulpit, and helps guide and inspire social justice initiatives at JUC. Wendy also has the capacity to attract new members and families and grow your congregation, when that has proven difficult in many other churches. And her genuine love for the members of the congregation and your shared mission and vision of Deepen, Engage & Connect gives deep meaning and character to your church of more than 800 members.

2) You have a great staff and board

Your staff is highly dedicated and does great work. At the staff meeting, there was an easy rapport with the 8 of 11 staff that could attend, and each person had a meaningful vision related to your shared mission.

JUC's Board has also worked hard to help lead JUC to where it is today, setting a big, hairy audacious goal to engage the congregation about campus options that could help JUC better live into its mission and to help navigate the transition to policy-based governance. Both are ambitious and important projects to which the board is very dedicated.

3) You have superb fiscal management

Carol Wilsey, JUC's Business Administrator, has superb organizational and business acumen. Her skills and dedication are clearly a core piece of the excellent fiscal health of your church. You keep reserve funds of 25%+ of your budget, you are not deficit spending or spending beyond your means, and you have a great command exactly where you stand in terms of fair staff compensation.

4) You use the Fair Share Giving Guide & are sophisticated about pledging & stewardship

Ongoing financial stewardship is also reflected in your year-round pledging system and your use of the Fair Share Giving Guide and other tools to engage your members and

Next Steps Weekend Report for the Jefferson Unitarian Church
March 2018

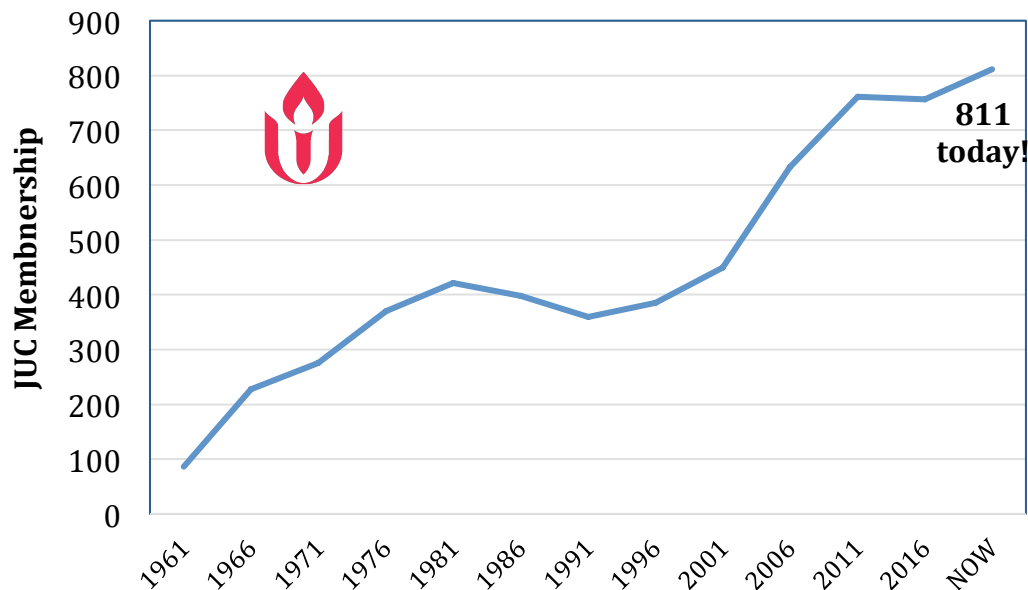
friends in the funding of JUC's mission. In addition, you have a monthly stewardship testimonial "Keeping the Promise," which is an important component of ongoing stewardship education. An example is Rev. Eric Banner's excellent testimonial during March about how much and why he and his family give to JUC.

5) You are a Beacon for our UU denomination

As the tenth largest congregation in our denomination and growing, JUC is in a position to continue its leadership both nationally, regionally and in Jefferson County. You are an example of how to do large church well, with a robust staff team, and of how to be a strong teaching church with three ministerial interns.

6) You have had sustained growth for a long period of time

JUC started out with 86 members in 1961. Today you have 811 members and counting! Your sustained growth over time and in a relatively short period, is inspiring and a testament to the fact that you know how to do church well! The following graph illustrates your growth.



At this time you are nearing capacity in your Sunday Services as well as your religious exploration space — it's a good situation to be in!

Next Steps Weekend Report for the Jefferson Unitarian Church
March 2018

7) You are diverse in age and have many young families

Many of our congregations are facing fewer numbers of young members and dwindling RE programs. JUC has 281 children and youth enrolled in its RE program! Families with whom we spoke during our Next Steps Weekend spoke of overcrowded classrooms on many Sundays, however, they also noted the nourishing Wednesday and Friday family nights. All ages are welcome and appreciated and the age diversity at JUC will help your membership continue to thrive into the future.

8) You have a strong sense of community at your size!

As a congregation grows larger, a concern that is sometimes expressed is that the feeling of close community is diminished. At JUC, people noted the strong sense of community that you have built with each other and you were worried that it could be impacted by growing even larger. You are already more than 800 members strong, however, and have demonstrated that you know how to do large church well and maintain those community bonds.

All of the items above, and no doubt other positive items that did not surface during the weekend, point toward your status as a rock star in the UU denomination!

B. Observations

1) There is some concern & anxiety about the money for a potential building and about change

It is understandable & natural that looking toward a potential building purchase is a bit daunting. Common questions arose over the weekend: Can we pay for it? / What if we try and buy a building we really can't afford? Who gets to decide? What if I like things just the way they are?

These are practical, honest, and reasonable questions that show your members are thinking deeply about the implications of a new, bigger church home. The level and nature of concern will vary per congregant; however, being able to express these concerns is an important part of the process.

In addition, change involves some amount of loss, even when the change is positive. People have varying ability to adapt to change in both the amount and pace of the change so remember to be patient and compassionate with each other as you move through this process.

2) Some program areas could use more volunteers

Forty-two percent of the members who responded to the electronic survey indicated that one of your top challenges is the need for increased growth in your number of volunteers

Next Steps Weekend Report for the Jefferson Unitarian Church
March 2018

and lay leaders. One of the advantages of being in a larger congregation is that it can be easier to spread the volunteer load, however, it's also easier to be somewhat anonymous in a larger congregation as well. Encourage mentorship by current volunteers and leaders; it's usually easier to learn a new skill or try a new task if you don't have to reinvent the wheel. Mentorship is it's own form of ministry and can result in you successfully passing the baton!

3) Some of your staff compensation is below recommended amounts

Your congregation provided an extensive 15+ page up-to-date compensation analysis for your 2018-19 program year. It describes your assumptions, methods and process and resources and provides several comparable salary guidelines for each of your staff, given JUC's size.

You have now entered the range of a Large II congregation, defined at >750 members, which means the responsibilities of staff, and staff management, typically increase. A corresponding increase in recommended compensation follows your growth.

A congregant expressed concern over this observation during the Q & A after the Sunday Next Steps Weekend presentation, and Rev. Wendy indicated that JUC has a 3-year plan to bring compensation up to at least the minimum recommended guidelines.

C. Recommendations

1. Trust in the process

As JUC embarks on the journey to discover if a different space can help you more fully live into your mission and vision, there will be many questions from congregants. Some common questions that arose were related to whether renovation on site, rather than moving off-site, was an option and whether a satellite or additional campus could be started to handle the overflow at JUC.

Renovation on site has been explored but is not a viable option. Without additional property there is no place to expand your building and zoning regulations also limit any expansion.

Starting a satellite campus is a already project that JUC took on a few years ago in Evergreen. That endeavor did not result in successful growth of membership at that location. In order to make such a project work, Rev. Wendy estimates that JUC staff would have to increase by at least one-third and between 100-150 JUC congregants from the Golden campus would need to commit to attending the satellite location for a minimum of two years. Members at Golden are generally happy with their current location and JUC community, and therefore, that possibility seems remote. In addition, there is not evidence of success of satellite campuses within our denomination, given how we do church.

Next Steps Weekend Report for the Jefferson Unitarian Church
March 2018

Your church leaders have spent considerable time and effort to determine if renovation or a satellite campus are viable alternatives to a new building. They do not recommend those options, hence their recommendation to the congregation to vote to pursue off-site opportunities that would allow the entire congregation to move to a larger campus.

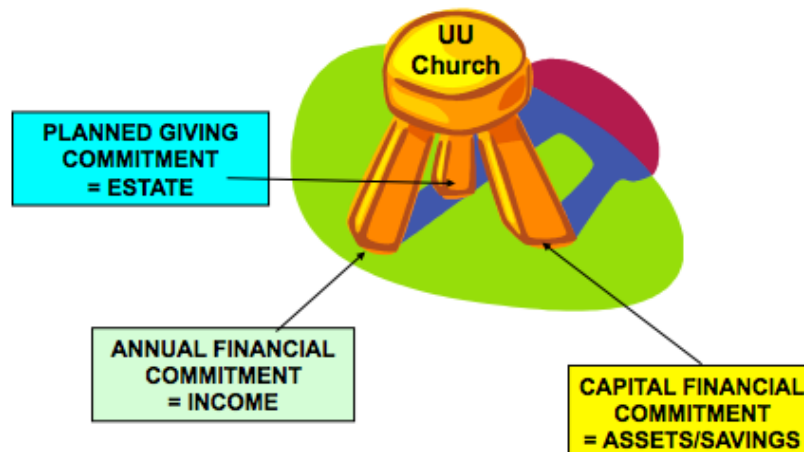
a. General guidelines on amounts raised in UU capital campaigns

The information provided prior to and during the Next Steps Weekend points toward ongoing fiscal responsibility and a practical financial approach to potential options for a new church home. When other aspects of the church are healthy and you have good, trusted leadership and wide congregational input and buy-in, our UU churches are typically able to raise between 3- to 5 times their annual giving for a capital campaign when it is for a building renovation or move. Some factors that could influence that number are a recent (within five years) capital campaign, a high debt load, conflict, declining membership or ministerial or staff turnover. None of those items are present for JUC at this time.

Accordingly, JUC should be able to raise somewhere between \$2.5 and \$4 million dollars toward a potential new church home, based on your current annual giving of \$843,378 (annual giving number from February 2018 snap shot of JUC's year round pledging). That large range can be narrowed substantially via a financial feasibility study, which would take place after the congregation votes to stay on site or to pursue off-site opportunities, and there is more information about a potential building opportunity.

In order to reach that range of giving, you will need *at least* one anchor/lead gift that is 15% or more of your total: e.g. \$600,000 for a \$4 million campaign and \$375,000 for a \$2.5 million campaign.

Such lead gifts for a building most often come from assets or savings, hence the three-legged stool for financial stewardship of our congregations.



Next Steps Weekend Report for the Jefferson Unitarian Church
March 2018

In addition to the amount JUC may raise in a capital campaign, JUC has at least \$2 million in equity in your current church home.¹ That equity combined with a capital campaign forms the financial frame around which potential building options can be pursued. Your leadership is aware of this frame (and now the congregation is too!); everyone wants JUC to succeed if you decide to move forward with a building project.

b. The congregation decides how to move forward based on a two-step voting process

JUC's executive team, elected leadership, and project management posse will investigate potential options within the financial framework above and taking into account the vision, hopes and dreams of congregants gathered at Making Room forums. Several forums have already been held. If you have not had a chance to give your input please sign up for an in person forum at:

<http://www.signupgenius.com/go/30e0b4aaaa72eabfc1-january>

or a dreaming session call at:

<http://www.signupgenius.com/go/30e0b4aaaa72eabfc1-making1>

When a congregation is looking toward a potential building project, the recommended process is to investigate whether staying on its current site is feasible in order to accommodate growth or other building needs. Sometimes zoning restrictions, lack of property on which to expand and other reasons eliminate the possibility of any significant building expansion on an existing church campus. If that is the case, then the congregation is made aware of the property limitations and the investigation that went into the determination that on-site renovation is not feasible, and then the congregation votes to stay or to pursue options off-site. A vote to stay on a site where expansion is not feasible is in effect a vote to stay the same size and not expand. Bigger does not always mean better, however, if a congregation like JUC has experienced steady growth then ensuring that your church home can continue to accommodate growth is usually the preferred path.

If the congregation votes to pursue feasible off-site options, rather than stay on site, then church leadership will investigate options within a realistic financial framework and make a recommendation to the congregation that will also be brought to a congregational vote.

The 2-stages for congregation decision-making on a potential building project are:

- 1) Congregational *stay or go* vote
 - if Yes to go or move, then options are explored which may lead to ...
- 2) Congregational vote on whether to buy a particular building or build a new building off-site

¹ A recent appraisal has the property valued at approximately \$2.6 million; subtracting out approximately \$354,000 in remaining mortgage principal, and allowing for some slippage, \$2 million in equity is a conservative estimate.

Next Steps Weekend Report for the Jefferson Unitarian Church
March 2018

Note: There may be other votes, such as to authorize a capital campaign, depending on the governance model and/or bylaws of each particular congregation.

Some members have asked “How can I vote to pursue off-site investigations if I don’t know what those options are?” Think of it along the lines of the following two-stage voting analogy, inspired by one of JUC’s wise lay leaders:

- 1) Do we need a new/different car?
 - How will this car help us get where we want to go?
 - VOTE #1
- 2) IF we decide we need a car, what type of car do we want to buy?
 - Will it be a Nissan Leaf or a Tesla?
 - Is there a car within our realistic price point that we can afford?
 - VOTE #2

When thinking about voting on whether to stay or pursue off-site options, it can be helpful to frame the conversation in an I, WE and FUTURE GENERATIONS format as follows, since we need to take into account our needs as well as the needs of others.

What do I want to do about the building?

What do I want for the continued success of the WE, the congregation?

What do I want for my grandchildren and great grandchildren?

Taking these three things into account, what vote will help JUC live more fully into our mission and leave a legacy for others?

2. Don’t rush but be bold & ambitious

a. Follow steps in timeline

A building project is a big undertaking, to be sure. Good process and planning is key to ensure that the congregation supports the project with their time, talent and treasure. A list of recommended steps follows in the next section.

b. You have an opportunity that most UU congregations don’t have

JUC is in a great position to forge ahead with a financially realistic but ambitious project. Most of our UU congregations have not seen the sustained growth that you have made happen at JUC since your inception in 1961. You have 811+ members in that relatively short amount of time. You also have committed, enthusiastic families and so a more youthful membership than most congregations. A new building could enable you to continue your healthy growth, welcome more people into your

Next Steps Weekend Report for the Jefferson Unitarian Church
March 2018

community, and be an even brighter beacon for UU values and social justice in Jefferson County and the country

V. Ambitious Timeline for Implementing Recommendations

Winter / Spring / Summer 2018

- ***Continue opportunities for dialogue on visioning and dreams of a home to let you further your mission***
- Hold congregational vote on whether to stay or identify opportunities at another site
- If Yes vote to identify off-site opportunities, then investigate options within realistic financial range
- ***Identify best option given needs articulated by congregation ...***
- Plan for Financial Feasibility Study
- Possible offer contingent on congregational approval

The timing of the following recommended next steps is dependent on the timing of identification of a potential new church home and providing an opportunity for the church members to find out about the property and be given an opportunity to view it. Once that occurs, then specific months and dates can be assigned to the following action items.

- ***Financial Feasibility Study with specific property in mind***
- Share results of FFS with congregation
- Identify the scope of potential needed renovations
- Architect engagement for preliminary renovation drawings
- Assemble Capital Campaign Team & begin planning
- ***Financial planning in light of FFS results***
 - Outline funding package for potential purchase
 - Determine bridge or longer-term loan needs
 - → Identify a Bank should a loan be needed
 - See Appendix B for an example of a financial planning worksheet
- Town Hall for congregation regarding financial planning & building
- ***Congregation votes on whether to proceed with capital campaign for particular building purchase***
- Continue Capital Campaign planning
- Recruit and train visiting stewards for quiet phase
- Quiet/Leadership phase of capital campaign – 3 months for this phase of pledging
- Recruit and train visiting stewards for main phase of campaign
- ***Launch Capital Campaign*** – 3 months for pledge solicitation in this main phase
- Secure loan (if seeking loan) once pledges in place

Bold, italic items are action items that represent key points during the process. A separate detailed task list and timeline for a capital campaign can be provided as part of our services for that stage of your process. Careful, inclusive planning is key to obtaining congregational trust

Next Steps Weekend Report for the Jefferson Unitarian Church
March 2018

and support for both the programmatic and building vision at the intellectual, emotional and financial levels.

VI. Written Survey Information

One hundred and sixty-five congregants filled out a 5-question electronic survey. The responses are summarized in Appendix C.

VII. Closing

Please let us know if you have any questions or discussion points about items in the report. Your congregation is inspirational. It was a great pleasure to meet with your leaders, ministers, and staff. Thank you for the opportunity to assist you—we look forward to helping you move forward to continue to build a beacon for our Unitarian Universalist denomination.

In spirit,



Kay Crider and Rachel Maxwell
Stewardship for Us

cc: Rev. Wendy Williams, Minister
Kathy Covert, Board President
Carol Wilsey, Business Administrator

Next Steps Weekend Report for the Jefferson Unitarian Church
March 2018

APPENDIX A

**Next Steps Weekend Agenda
for the Jefferson Unitarian Church**

March 9, Friday			
Time	Location	Group/Individual	Attendees confirmed
2:30-3:00	Wendy's office and tour	Senior minister	Wendy Williams
3:00-3:30	M5	Paige -Shared mission team work	Paige LeBlanc
3:30-4:30	M1/2	Staff	
4:30-5:30	M1/2	Project Management Team (PMT) & Wendy	Debby Bower, Chris Sealy, Dea Brayden, Wendy
5:30 - 6:00 break	---	---	---
6-8:15 pm dinner	Mill's bldg	BOT & Wendy	(Carol confirmed with the board)

March 10, Saturday			
Time	Location	Group	Attendees confirmed
9-10	M3/4	Making Room facilitators	Debby Bower, Lynnae Flora, Darrin LeBlanc, Julia Zhu Meade, Steve Sargent
10-11	M3/4	Family Ministries, Theme Team & Teachers	Meggin Rutherford, Gillie Bishop, Jerica Cadwallader, Heather DeCaluwe, Heather Kubert
11-12	M3/4	Worship Associates	Gail Abbott and Dindy Fuller
12-1:30 Lunch break		Business administrator	Carol Wilsey
1:30-2:30	M3/4	Pastoral Care	Sara Kress, Jill Surber Blackwell, Sara Lohaus, Beth Finnell

Next Steps Weekend Report for the Jefferson Unitarian Church
March 2018

2:30-3:30	M3/4	Justice Council	Heather Hagemann, and Margie Robinson
3:30-3:45 break	---	---	---
3:45-4:45	M5	PMT debrief & Wendy	Debby, Chris, Wendy

March 11, Sunday			
Time	Location		
9:00		First service	
10-11	At Making Room table in Commons		With Debby Bower and a Board member
11-12		Second Service	
12-12:30 lunch-ish?	---	---	---
12:30-1:30		Making Room Presentation	
1:30-2:00	Wendy's office	Wrap with Wendy	Wendy, Debby

- Please arrange for childcare as needed.
- For Sunday's presentation, please provide a projector and screen for the presentation.
- Consider providing a snack or having a potluck for the Sunday meeting with the congregation; sometimes there is better attendance for the presentation if food is available. The more attendees, the better the understanding of recommended processes.

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APPENDIX B

[CONGREGATION NAME]
[date of document]

SUMMARY LEVEL TEMPLATE FOR STRATEGIC FINANCIAL/RESOURCE PLANNING*

	YEAR-2	YEAR-1	CURRENT	YEAR+1	YEAR+2	YEAR+3	YEAR+4	YEAR+5
Number of members								
Number of donor households								
Average annual financial commitment (pledge)								
Total annual financial commitments								
Total capital campaign commitments								
Other revenue (itemize major sources and amounts)								
Total Revenue								
Staffing – number and details								
Payroll expense								
Debt service								
Contribution to reserves								
Outreach (social justice, denominational connection, etc.)								
Other expenses (itemize facility maintenance costs or capital project and one or two other cost elements)								
Total Operating Expenses								
NET INCOME/LOSS								
Average Sunday attendance (by service if multiple)								
RE enrollment								
Average re attendance (by meeting time if multiple)								
# Classrooms needed								
Long-term funds balances (itemize endowments, trusts, etc.)								
Any other key parameters								

* Note: rows may be tailored to your needs, and plans may extend beyond 5 years. Details may be itemized on subsidiary sheets/schedules.

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APPENDIX C

Results of Written Surveys

As of March 13, 165 surveys were completed by members and friends of the Jefferson Unitarian Church prior, during or immediately following the Next Steps Weekend. Following are the results.

1. What are the 3 greatest strengths of JUC?

The most frequent responses were:

- ❖ Minister / Staff
- ❖ Sunday Services
- ❖ Community / People
- ❖ Music

2. Are there any challenges JUC needs to address in the next 5 years?

The most frequent responses were:

- ❖ Facilities
- ❖ Lay leadership / volunteer growth
- ❖ Growth of programs
- ❖ Growth of membership

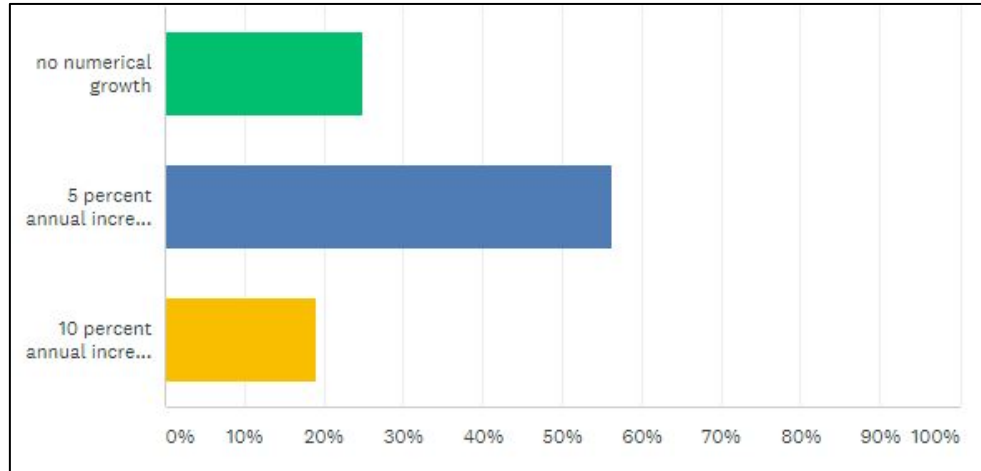
3. What are the top 3 priorities for JUC to further our mission going forward?

The most frequent responses were:

- ❖ Facilities improvement / Campus relocation
- ❖ Convener for social justice in the county
- ❖ Grow capacity as a resource church for the county & denomination
- ❖ Expand volunteer base

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4. Over the next five years, I would like to see our membership experience the following annual growth rate:



Approximately 76% of survey participants favored growth. Note that it is unusual for a congregation to experience higher than 5% growth per year, on average, however, JUC has achieved higher than average growth in several year since your inception.

5. If a “Making Room” Capital Campaign is held to further the mission of JUC and to purchase a new JUC home, and pledges can be paid over a 3- to 5- year period, I/we would contribute to a future Capital Campaign.

Yes — 68%

No — 32%

Sixteen respondents skipped this question, and comments from those who indicated they could not contribute often noted that it was due to their financial status rather than lack of support for JUC’s growth or a potential move.