



Unity of Phoenix Case Statement

Our Challenge

At Unity of Phoenix our mission – “As expressions of God, we create a consciousness of love and celebrate the Divinity within all people” – continues to inspire long-standing and recent members alike. Our new Senior Minister, Rev. Richard Maraj, brings a spirit that will rejuvenate our church and lead us in a new direction. Even with a new spiritual leader and new vision our church still faces considerable challenges. The most critical challenge is our debt. We hold \$4.2 million in debt (the remaining money owed on land and the building of our facility). We pay \$450,000 in annual debt payments and, as such, have less money to build and enhance our ministries, facilities and programs.

Our Vision, Values, and Goals

We envision a church free of debt and free to devote all of our resources to the fulfillment of our recently new vision, mission, values, and goals.

- *Vision:* We are a spiritual light for peace, love and healing, and a magnifying power for the miraculous transformation of the world.
- *Mission:* As expressions of God, we create a consciousness of love and celebrate the divinity within all people.
- *Values:* Love, Diversity, Service, Community.
- *Goals:* Raise consciousness, Build community, Nurture youth and family, Provide outreach to our community, Claim God’s abundance.

Our Methodology to Address our Challenges and Fulfill our Vision

Immediate:

- Eliminate our \$4.2 million debt.
- Achieve financial freedom through a fundraising campaign.
- Build community through spiritually-driven opportunities to make connections

Long-term:

- Improve our church home through compressive maintenance on our facility, increased classroom space, and expanded youth and family amenities.
- Enhance our current property with a new community center and a new chapel.

Our Fundraising

In 1998 we ran out of room in our old church. We raised \$1 million to buy land and build our current sanctuary and administrative offices. In 2004 we purchased 3.5 acres of land and secured an adjacent property. Money raised for this expansion totaled \$559,000.

Currently Unity of Phoenix receives roughly \$1.9 in annual unrestricted giving. We are considering conducting a fundraising campaign that would ask every member to make a three year pledge from 2007 to 2010. The funds would be used exclusively to reduce our debt. Whether or not we launch this campaign, and how we might conduct it, depends upon the responses we receive to the Readiness Assessment.

The Urgency

Unity of Phoenix pays its monthly debt payments directly from our operating budget. This results in roughly a \$37,500 monthly loss to the church’s budget. Unity of Phoenix’s burdening debt limits God’s ability to work through our church. Further, \$2 million of our \$4.2 million debt will be due in April of 2007.



THE CHURCH DEVELOPMENT FOUNDATION

UNITY OF PHOENIX

READINESS ASSESSMENT REPORT

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THE CHURCH DEVELOPMENT FOUNDATION

December 12, 2006

Rev. Richard Maraj
Senior Minister
Unity of Phoenix
1500 East Greenway Parkway
Phoenix, AZ 85022

Dear Rev. Maraj:

Thank you for inviting The Church Development Foundation to conduct a readiness assessment for Unity of Phoenix. It is a wise community of faith that seeks the opinions and feelings of its congregants before conducting a fundraising campaign. This process provides us with valuable information that is essential in determining the perceived need for a campaign, its timing, and the likelihood of its success.

Included in the following report is an executive summary, an internal assessment of church-related giving, a list of findings, TCDF's recommendations, the raw data compiled from the 47 key leaders interviewed in person and the 304 church-wide congregant surveys that were completed, the readiness assessment's case statement and interview schedule, a list of possible campaign volunteers, and a demographic report for the three mile radius around the church.

The bottom line is that there is strong support of a campaign to reduce debt. Based on our analysis of the giving history of the church, the giving capacity of the congregants, the responses from the readiness assessment itself, and our experiences with churches with similar opportunities and challenges, we believe that you have a 90 percent chance of raising \$1,500,000, a 70 percent chance of raising \$2,000,000, and a 50 percent chance of raising \$3,000,000.

If we do a superior job of involving congregants on campaign teams, engaging them in conversations with you, and deliver a clear, informative, affirmative-prayer enriched campaign, the campaign will produce stellar results. We look forward to working with you on this exciting and rewarding project.

Sincerely,

Denis Greene
Executive Director

Tim Sweeny
Consultant



Foreword

The Church Development Foundation is grateful for the opportunity to work with the leaders and congregants of Unity of Phoenix to assist them in determining the scope of success of a fundraising campaign. The purpose of this proposed fundraising campaign would be to raise funds to eliminate the current \$4.2 million debt. We commend all those involved in this study for their willingness to candidly share their thoughts and feelings about the church, its leadership, and the vision for its future.

Special thanks to Rev. Richard Maraj, Rev. Alice Anderson, Rev. Shannon Olesen for their guidance; Bruce Mosby for his supervision; Penni Honey for her logistical support; and Maria Martell for scheduling all interviewee appointments.

The Assignment

In the Fall of 2006, Unity of Phoenix retained The Church Development Foundation, a Kansas City-based fundraising consulting firm, to conduct a campaign readiness assessment. The purpose of this assessment was to determine the level of support for a fundraising campaign to raise money to eliminate Unity of Phoenix's current debt.

The Church Development Foundation obtained information about the history and culture of the church, previous fundraising efforts, and the giving patterns of congregants of the church. With the assistance of Rev. Richard Maraj and the staff of Unity of Phoenix, The Church Development Foundation drafted a Case Statement that presented in summary fashion the challenges that Unity of Phoenix faces today and the vision for the future.

Forty-seven (47) individuals and couples were interviewed in 31 meetings by TCDF consultants and 304 people completed written surveys in November and December of 2006. The raw data from these surveys are included in this report in the Attachments.



Executive Summary

The Church Development Foundation's consultants interviewed 47 individuals and couples in person and received 304 completed written surveys from other congregants.

Findings Summary

- Congregants and attendees of Unity of Phoenix are passionate about the church. They feel the church positively affects their lives and does a superior job of addressing their spiritual needs.
- Unity of Phoenix has a compelling vision and readiness assessment participants endorsed its importance. They are interested and curious in how the church vision will be implemented.
- The level of awareness of the church's financial health and the impact it has on the church's activities, was high, but not ubiquitously understood.
- There is a keen sense of urgency that the church should take immediate steps to remedy its problems associated with debt.
- Congregants have a high degree of confidence and trust in Rev. Maraj. There is a more tepid level of trust in the Board of Trustees.
- Participants split on whether the church should tithes a portion of fundraising campaign contributions.
- Most readiness assessment participants were interested in a campaign theme that was rooted in the application of the spiritual prosperity principles.
- There was an overwhelming response to the call for campaign volunteers. In total, 183 individuals expressed interest in volunteering.
- In an open ended question, respondents and interviewees expressed three prominent themes: opinions on land issues, building community, alternative forms of fundraising.
- Nearly every interviewee felt the congregation would be somewhat to very support if the church had a fundraising campaign in the Winter of 2007 to raise money for debt reduction.
- Interviewees offered preliminary estimated commitments of over \$246,620 to a campaign for the church's next step into its future.
- Nearly forty percent of interview participants expressed interest in planned giving and 54 percent said they would be willing to receive additional information about planned giving.

Financial Forecast Summary

Based on our analysis of the giving history of the church, the giving capacity of the congregants, the responses from the readiness assessment itself, and our experiences with churches with similar opportunities and challenges, we believe that Unity of Phoenix has a 90 percent chance of raising \$1,500,000, a 70 percent chance of raising \$2,000,000, and a 50 percent chance of raising \$3,000,000 in outright gifts and three-year pledges to a campaign for debt reduction. If donors are cultivated with respect, given the opportunity to interact with the ministerial team, invited to join in the process, and are well informed about the vision for the future of the church and how this project will advance that vision, we believe that the church will achieve great successes in its campaign.

Recommendations Summary

- Conduct a well planned and carefully orchestrated fundraising campaign in the Winter of 2007.
- Seek three year commitments from donors and set a minimum goal of \$1,500,000 or a mid-range goal of \$2,000,000 or a visionary goal of \$3,000,000.
- Incorporate in the campaign additional vehicles for congregants to support the church, including congregant low-interest loans, naming opportunities, and gifts of donor assets.
- Conduct a tailored campaign with a strong emphasis on applying spiritual prosperity principles, broad involvement, community, and prayer.
- Build a communications strategy for the campaign that carefully addresses information about how the church will implement its new vision, the financial health of the church, important church decisions, and the role of the church's Board of Trustees.
- Develop a leadership giving component of the fundraising campaign that includes multiple opportunities to cultivate donors, varied giving vehicles, and personalized solicitations.
- Following the campaign, establish a planned giving program to support the future of the church.

Internal Assessment

Annual Giving

Currently, annual giving, including worship and operating receipts, is \$38,769 a week. This amount includes only unrestricted gifts to the church. Other revenue streams, such as money generated from special events, education classes, weddings, seminars, speakers, bookstore, spiritual counseling, T.V. ministry, Building the Dream campaign, preschool, and specified campaigns are not include.

The following chart captures Unity of Phoenix’s history of annual unrestricted giving.

Year	Annual Giving	Giving Units*	Average Gift
2001	\$1,836,000	1,953	\$940
2002	\$1,936,000	2,466	\$785
2003	\$2,082,000	2,911	\$715
2004	\$2,052,000	3,312	\$619
2005	\$1,901,000	3,375	\$563
2006	\$2,016,000	3,000	\$672

*Giving units only captures those contributions submitted via check or credit card. Cash givers are not reliably counted and are therefore not tabulated.

Current Debt

At the present time, Unity of Phoenix has an outstanding debt of \$4.2 million. This debt represents the remaining money owed on the land and the building of Unity of Phoenix’s Greenway campus. Payments on this debt are costing the church \$37,500 per month or \$450,000 a year. Mortgage payments are paid from the general operations budget. That is, money from worship giving, operations revenue, receipts from bookstore sales, guest speakers receipts, and spiritual education classes cover the cost of the church debt. The pressure of this debt has put tremendous strain on the church’s financial health and affects the capacity of the church’s ministry.

Giving as a Percent of Income

The estimated average household income within a three mile radius of the church (see demographic report) is \$68,303. Since 2001 Unity of Phoenix's average annual giving per identifiable giving unit hovers in the \$500 - \$1,000 range. Tying the estimate of area income with the range of annual giving per identifiable giving unit, suggests that Unity of Phoenix donors are giving roughly one percent of their annual household income to the church. The national average of households giving to church-related organizations is approximately two percent. Average religious giving for households earning \$50,000-\$99,999 is \$2,062. Regional estimates of household giving put religious giving at \$2,133 in the Southwest of the United States.

Church Growth

Unity of Phoenix has experienced moderate declines over the last three years, as measured by average worship attendance numbers.

While Unity of Phoenix has nearly 5,000 households on its rolls, staff estimates there are 1,135 "active members." The number could be as high as 1,300 with members who have not reactivated.

According to current demographic studies, the population in the area within three miles of the church is expected to grow at a rate of 7.8 percent over the next five years.

Basic attendance statistics for the church are as follows:

Year	Average Attendance per Month	Average Attendance per Week	Yearly Percent Change
2001	6,393	1,475	
2002	6,352	1,466	-0.65%
2003	6,409	1,479	0.90%
2004	6,059	1,398	-5.47%
2005	5,813	1,341	-4.06%
2006	5,561*	1,283*	-4.33%

*Projections based on averages of previous 11 months

Previous Fundraising Campaign History

Build the Dream

In 1998 and 1999, prompted by a shortage of space, the church purchased land for the new Greenway campus and constructed a series of buildings. Contributors committed a total of \$1,924,671. Basic giving statistics for this campaign are as follows:

Contribution Type	Value of Commitment	Giving Unit	Average Gift
Pledge	\$1,160,555	318	\$3,650
Contribution, No Pledge	\$664,418	715	\$929
Naming Opportunities	\$99,698	429	\$232
Totals	\$1,924,671	1064*	\$1,808

* Represents unique givers (not total of each giving unit per contribution type)

Direct giving in this campaign totaled \$1,824,973 from 1,033 giving units. The average gift was \$1,767.

At the time of the campaign, 1999 fiscal year giving amounted to \$866,019. The campaign raised 210 percent of annual giving.

Spirit of Unity

In 2003, the "Spirit of Unity" campaign aimed to replenish cash reserves and cover basic administrative costs. The campaign raised roughly \$203,000. Basic giving statistics for this campaign are as follows:

Contribution Type	Value of Commitment	Giving Unit	Average Gift
Outright Pledge	\$120,000	525*	\$229
Forgiven Loan	\$83,000	11	\$10,375
Totals	\$203,000	536*	\$379

* Only 155 of the 525 giving units actually made a pledge

Direct giving in this campaign totaled \$203,000 from roughly 536 giving units. The average gift was \$379.

At the time of the campaign, annual giving was \$2,082,000 with 2,911 giving units contributing an average gift of \$715. The campaign raised roughly 10% of annual giving. Campaign giving units were 18% of annual giving. Average giving to the campaign was 53% of annual giving.

Campaign to Purchase Additional Land on Greenway Campus

In 2004, the church purchased 3.5 acres of land and secured an adjacent property. Money raised for this expansion totaled \$559,000. Basic giving statistics for this campaign are as follows:

Contribution Type	Value of Commitment	Giving Unit	Average Gift
Outright Pledge	\$559,000	598*	\$935
Totals	\$559,000	598*	\$935

* Only 55 of the 598 giving units actually made a pledge

Direct giving in this campaign totaled \$559,000 from roughly 598 giving units. The average gift was \$935.

At the time of the campaign, annual giving was \$2,052,000 with 3,312 giving units contributing an average gift of \$619. The campaign raised 27% of annual giving. Campaign giving units were 18% of annual giving. Average giving to the campaign was 151% of annual giving.

Preliminary Gift Estimates from Interviewees

Church leaders who were interviewed offered a low of \$246,620 and a high of \$291,420 in preliminary gift estimates for a proposed Winter 2007 fundraising campaign.

In addition, one congregant surfaced the possibility of fronting the church enough money to retire the entire debt with the expectation that the church would repay the amount at an agreed upon interest rate. The congregant added that a number of factors would need to align in order for this possibility to materialize.

While TCDF did not hear this idea from other interviewees, the concept has been previously entertained by other congregants for the church's current debt and was explicitly discussed by two congregants at the church holiday gathering. Further, the concept was used successfully in past campaigns.

Findings

The following report is a summary of the data from the interview and survey results. Forty-seven (47) individuals and couples were personally interviewed in 31 separate meetings from December 1 to December 3, 2006 and 304 other congregants completed a written survey in November and December, 2006. Some of the people who participated did not respond to all of the questions and/or gave incomplete answers. As a result, the total responses for each question may vary.

The first 17 findings below surfaced from direct input of the 304 written survey respondents and the 47 interview participants. The remaining questions were posed only to interviewees and therefore represent the feedback of only 47 people.

1. **Ninety-two (92) percent of survey respondents and 89 percent of those interviewed indicated their spiritual needs were being met at Unity of Phoenix.**
2. **When asked what the church could do better to meet congregants' needs for spiritual growth many ideas were contributed.**

On a whole, the comments were very positive. Some of the most common themes in the hundreds of comments included an expressed interest in building stronger community and connections among congregants and with the ministerial team. Participants also frequently mentioned their hope for more classes. There appeared to be some reverberations from the change in ministerial leadership.

3. **Congregants provided countless examples of how the spiritual principles learned at Unity of Phoenix affected their lives?**

Participants forthrightly shared how powerful the spiritual principals of Unity have changed their lives. Below is a sampling of the most frequent examples:

- Every inch of my life has been affected by these spiritual principals.
- I am more accepting and less judgmental. I listen more.
- It has transformed my adult life. Provided peace and balance in my life.
- Opened us up to giving. We give more time and money.
- Made me more positive.
- Gave me peace and prosperity that I never thought possible.
- Wow—I actually know God now.

4. Ninety-six (96) percent of survey respondents and 98 percent of those interviewed felt the vision of Unity of Phoenix is very important?

There was wide support and enthusiasm for the vision of the church. Participants were quick to assert their endorsement of the vision. However, many offered an addendum to their support. These people wanted to see how the vision manifested itself in the work of the church. The following comments capture this spirit:

- I am more interested in implementation.
- There's no value unless there is action.
- Although this statement is important, the mission has to be lived.
- Everyone has visions, but it is only what you make of it.

5. The level of awareness of the church's financial health, specifically the church's current \$4.2 million land and building debt, the \$450,000 annual payments the church must make on that debt, and the impact it has on the church activities, was high, but not ubiquitously understood. Among survey respondents, 66 percent were quite aware of the debt and of those interviewed, 89 percent indicated they had a high level of awareness.

It appears there is a growing awareness of the debt. For example, one participant remarked, "I had no idea we had this type of debt until the listening session." Another mentioned that, "The church has been very forthright regarding its finances the last year." There are others that understand the problem in general terms, but do not know the details. Still yet, some remain relatively unaware: "I wasn't aware until today."

6. Congregants felt a sense of urgency about the debt and think it important for the church to take immediate action. Eighty-six (86) percent of survey respondents and 89 percent of those interviewed thought the debt required urgent attention.

Most respondents expressed a clear desire to tackle the debt immediately. One added, "We are never going to effectively carry our mission/vision being in this much debt." Some were more practical about their approach to debt relief. Those of this school made comments like, "We've never been debt free. We will always have some debt." and "If interest rate is low...go slow; if high...fly!"

7. A difference surfaced in responses between survey respondents and interviewees regarding the level of trust in the ministerial and volunteer leadership of the church. When asked of their trust level in the current Senior Minister and Board of Trustees to make the right decisions for the future of Unity, 95 percent of survey respondents marked a high level of trust. Those interviewed had a different reaction. Only 75 percent indicated they had a high level of trust.

The difference between the two groups-written survey respondents and the interviewee-is difficult to explain. What is more clear, however, is why the interviewees were less trustful.

The issue most often surfaced in the interviews revolved around why the church found itself in its current financial position. Many interviewees angrily attributed the church's difficulties with past board decisions. At the same time, they maintain an extraordinarily high level of trust in Rev. Maraj. The comments below capture this sentiment:

- I give Richard a 5. The board should have done something sooner. They knew what was going on and did not do anything. The board bowed to the evangelical vision of our prior minister and really didn't consult the congregation or tell us.
- I trust Richard, but the board is a mystery. I have no idea of how they make decisions. I don't trust the board. I don't feel comfortable with them. There has to be a better way the board can communicate. I don't know what they do.
- Minister—5; Board—3.

While there were many interviewees that expressed their trust in the board, the perception of the others must be addressed in order to successfully conduct a campaign.

- 8. Congregants indicated a preference for additional information prior to a campaign. When asked, "How much more information would you like before anyone is asked to make a special financial commitment "over and above" what they are currently tithing for the next three years?" 45 percent of survey respondents and 53 percent of interviewees wanted a lot more information.**
- 9. In response to "What information would you like to have?" participants offered a wide range of answers.**

Congregants offered an enormous amount of suggestions. Perhaps the most intriguing suggestion was a plea that the church explain how paying off the debt will affect the church. Paying off debt is a fairly easy matter to communicate. But what participants wanted, was an answer to the "Then what?" question. The following comments express the idea:

- We want to know where this money would go and how paying off debt would impact our church.
- What Unity will do with funds that are "freed up" from the debt payments.
- The church needs to define where it would spend the money freed up from debt relief.
- Debt is a tough sell. But note what else we could do with the debt payments.

Of course, participants requested more immediate and practical information. For example, participants repeatedly requested information for detailed plans for the church's debt, finances, land use, and fundraising.

10. Participants generally did not want the church to consider any new construction prior to paying down the current debt. Eighty-four (84) percent of survey respondents and 85 percent of interviewees feel it is very important for the church to pay down debt before beginning any new construction?

Similar to the responses on their sense of urgency regarding debt relief, the preponderance of participants want the church to address its current debt before initiating any building.

Examples include:

- Yes! Make significant debt reduction before assuming an additional debt.
- We cannot do new construction with this current debt.
- Before we take on anything new we need to get our house in order, which would include being financially free as a Unity family.

However, a contingent of participants view debt as a means to an end. For example, one interviewee explained, “If we are always afraid of our debt, how can we get anywhere. Debt is sometimes necessary.” Another added, “I have no problem with the debt. It is the cost of the debt.”

11. Participants spilt on whether the church should tithe a portion of fundraising campaign contributions. Of the survey respondents 57.7% supported the idea while 42.3% did not. The interviewees fell along similar lines: 55% supported campaign tithing, 45% did not.

There was no other questions in the readiness assessment that divided congregants as much as the issue of tithing. Participants fell into three camps: 1) tithing is a fundamental component of our spiritual principals, therefore it is without question that we should tithe, 2) we are in such a bad financial spot that it is irresponsible to tithe, and 3) those that are conflicted and could go either way on the issue. Representative quotes form each camp are below:

Camp one: tithing is fundamental to who we are:

- Tithing is central to our being.
- Ya’ know this is tough, but if you are a tither, you are a tither.
- The hand that’s closed to giving is also closed to receiving. It is fundamentally a part of our principles.

Camp two: we should not tithe

- My giving to the church is my direct love for my source of spiritual fulfillment. Tithing on it is almost—hedges on—violating my intention for the gift.
- I’m torn...I understand the principle of tithing...yet I don’t believe incoming money that is dedicated to a specific purpose should be diverted from the donor’s intent and directed to another intent. I personally feel that when money is given towards a purpose it should remain in that purpose. So while I believe collections are apart of tithing, the building fund is a dedicated purpose!

- The philosophy is wonderful, but if we are struggling, we can't even minister to our own community. We can't give what we ain't got.
- This is not income!!

Camp three: conflicted

- After talking at length about tithing, specifically why it is important, but not applicable to a possible debt elimination campaign, one interview declared, "OK! I talked myself into it. We should tithe on this campaign."
- This is very hard. I think we should, but if we didn't I would understand. I understand the tithing principals, but we are in a real financial problem.
- We would not object to tithing, but we do not support the idea.
- I do and I don't. I feel paying off our debt should be our first priority, but this goes against the Unity principle of tithing.

Whatever the church decides, this issue must be addresses with a great deal of clarity and communication. There appears to be some suspicion of the church's past tithing practices. For example:

- This would continue a pattern of questionable tithing.
- This is a tender spot for lots of us. We absolutely cannot self tithe.
- There are still people that are bitter about the campaign. They feel the church used the money for purposes other than what the gifts were intended for.

These concerns must be quelled should the church decide to tithe on the campaign gifts. In addition, the decision can be used as a tool to teach congregants about the spirit of tithing.

12. Most participants indicated they would be interested in attending a dinner with Minister Richard Maraj to discuss the Unity Vision and the church's fundraising campaign plans. Sixty-five (65) percent of the survey and 89% of those interviewed responded positively to share in a campaign meal.

Most participants expressed their interest in such a gathering, yet many shared a response similar to this respondent's: "It's not mandatory that I get fed to buy into this project." While the dinner concept does entail a free meal, its emphasis is on dialogue, input, and congregants sharing their opinion directly with their minister. The dinners help address what one congregant offered as a concern: "I miss the smaller in depth classes they used to offer. I feel like the church is stretched. The church has lost its personal touch."

13. **When asked what theme would you like us to focus on in a campaign, the survey respondents offered the following responses:**

Building community	159	34.7%
Applying spiritual prosperity principles	189	41.3%
Growing Unity of Phoenix	110	24.0%

The interviewees’ results were similar:

Building community	16	36%
Applying spiritual prosperity principles	19	43%
Growing Unity of Phoenix	9	21%

14. **Fifty-six percent (56) of survey takers and 57 percent of those interviewed felt that Unity of Phoenix helps people understand the principle of tithing as a cornerstone of prosperity philosophy.**

15. **Participants offered a considerable range of suggestions on how the church could improve people’s understanding of the concept.**

The most widely cited suggestions fall into the following categories: more classes, preaching and sermons, written communication, small group formation around tithing, prayer, setting an example, promotion of books, personal testimonies, and guest speakers.

16. **There was an overwhelming response to the call for campaign volunteers. In all, over 50 percent of all readiness assessment participants indicated they would be willing to volunteer.**

In total, 183 individuals expressed interest in volunteering. Names of each willing volunteer and what campaign committee interests them are attached

17. **Both survey respondents and interviewees took the opportunity to share a plethora of varied general suggestions and comments. I full listing is available in the attachments. Below are three prominent themes in the responses: land issues, building community, alternative fundraising.**

This open ended question surfaced many responses and opinions about the church land. This issue appears to split congregants. There were those that support keeping the land. Many just wrote or said “I don’t want to sell the land” and those that support selling the land:

- We have to come to some solution to the land. It’s almost inappropriate to raise so much money while we are sitting on such valuable property. We are not utilizing our church land well. We should sell it if we need money.
- Selling the land on Greenway seems a very viable possibility to create more abundance for our church.
- Do we really need all this land? By selling part of it would lighten the financial load.

This matter will need to be addressed thoroughly in the campaign communications. The church must answer what one participant simply asked: “What are we doing with all the land?”

Another common theme in the participants’ suggestions revolved around community and how the campaign could help Unity of Phoenix build community. A sampling of suggestions follows:

- Focus also on community, outreach, and offering more ways to build church unity/community. When I feel accepted I will do more.
- I feel a real disconnect with the church. I know it is my fault but not sure how to reconnect.
- We need to help grow the consciousness of the congregation. Don’t make the focus be the money, but the quality of personal interactions. People will give if they feel a part of the family. The money will follow.

Finally, one congregant captured an idea surfaced by multiple participants: the church should consider multiple avenues to raise money to eliminate the debt. She declared, “I think the debt burden should be reduced but through a combination of a capital campaign and other fundraising activities.”

The remaining findings are a reflection of the 47 interviewees’ attitudes. The written survey did not include these items.

- 18. When asked of the most comfortable forums to be solicited, three prominent answers surfaced among interviewees: during church services (37%), in a small group setting (33%), and in home visits or one-on-one (22%).**

While home visits or one-on-one solicitations are impractical and, perhaps, inappropriate on a wide scale, they do have a place for targeted donors. In fact, many of those interviewed encouraged the idea. For example: “I would receive someone in my house, but I’m not the average person.” or “People considered ‘leaders’ in this congregation would feel comfortable with home visits.” Another interviewee suggested, “Richard, Alice and Shannon need to ask people personally.”

- 19. Forty-six (46) percent of interview participants felt like the church should offer some form of gratitude through a small meaningful gifts and/or commemorative plaque?**

Two interviewees captured the general sentiment of most participants. The first said, “I don’t need recognition. But I do appreciate my tithe thank you letter and we do need to thank all those that give.” The other said, “[This is] very important. How it is done is less important.”

20. **Nearly every interviewee felt the congregation would be somewhat to very support if the church had a fundraising campaign in the Winter of 2007 to raise money for debt reduction. Sixty-seven (67) percent felt congregants would be very supportive.**
21. **Participants offered their insight as to what might prevent us from conducting a successful campaign at this time.**

The most prominent themes in interviewee responses to the question centered around two matters: 1) historical matters of personnel and church decisions and 2) communication strategies on how to deal with the potential trouble spots. Below are some recommendations suggested by interviewees:

- We need lots of advance preparation with lots of information and dialog with Richard. Heal the wounds before taking the next steps.
- There will be some resistance no matter what. They have to focus on the positive aspects and what the campaign will allow us to do at the church.
- Given the right information, people will be successful. If we do not broadly distribute the information we will not do well. We need to share the message from the pulpit.
- We are going to do a campaign. If the campaign is too aggressive, it will turn people off. If it is not personal and connected to community it will not succeed.

22. **Considering the possibility of soliciting congregants with a three year pledge to a fundraising campaign (over and above their current level of giving) at 5 percent of their income each year for three years, interviewees felt that congregants would be moderately receptive to this request.**

Interviewees were receptive to the concept of a 5 percent solicitation, but suggested modifying it to better fit Unity principals and culture. Some also were concerned about how high it was. Examples include:

- This might be a motivator. It has to be tailored to the abundance philosophy. It will be a challenge for many people.
- Yes. A 3-year pledge, but 5% is not empowering. Rather share the mission in a powerful way, asking for the highest appropriate level. (Not a gesture, not a burden)
- Give people several pledge options.
- We need to set multiple benchmarks, but not be overly intrusive.

23. **Interviewees indicated a high level of willingness to support the campaign, and offered forth preliminary estimates of a low of \$246,620 and a high of \$291,420 in pledge amounts to the campaign.**

This range does not represent the entire giving potential of the 47 people interviewed. For example, eight interviewees declared they would support the campaign, but would not provide an actual number. Some of these people said they would give 2-5% of their income, others explained they needed to talk it over with their spouses. Only one of the 47 interviewed said he would not give. Other reasons why this number range likely

underestimates potential giving include: a clear message regarding how the church would utilize donations once freed from the debt crisis has yet to be communicated, interviewees may have been reluctant to talk about their giving interest and capacity with a complete stranger, and most donors have not been formally cultivated or asked to give.

24. **Congregants responded with many suggestions as to who they thought would make good leaders to help chair the campaign. Suggested names include:**

Al McCoy	Anna Banana Kruchten	Barbara Kelly
Barry Hoke	Cathy Corbin	Chaplains
Dawn Saylor	Jerry Kadansky	Susie Whiting
Joe Palermo	Mason Bacchus	Michael Jesberger
Nathan Bacchus	Niel Barnes	Pam Peterson
Peggy Yates	Penni Honey	Pet Clegg
Pete Rowe	Regina Best	Robert Vest
Rod Brethower	Ron Adkins	Steve Rossi
Current and Past Members of the Board of Trustees		

25. **Twelve (12) percent of interviewees currently remember Unity of Phoenix in their estate plans?**
26. **Planned giving to the church interests 39 percent of interview participants.**
27. **While only 39 percent of interview participants expressed interest in planned giving to the church, 54 percent said they would be willing to receive additional information about planned giving.**

Many members explained that they have not taken the time to really consider their estate plans. Some shared that they either do not have the resources or they have given priority to their families in their plans. Still yet, many expressed interest in learning more. Two interviewees even suggested “a seminar” or “a planned giving workshop.”

Recommendations

The comments made by those who participated in the feasibility study add a qualitative feel to the statistical data that was compiled and, although lengthy, are worthy of review. These findings were compared to other recent church research projects conducted by The Church Development Foundation to determine realistic expectations for a fundraising campaign. The following recommendations are based, therefore, not only on information derived from this study, but also from the patterns of success in many other church campaigns.

1. Conduct a well planned and carefully orchestrated fundraising campaign in the Winter of 2007.

The congregants of Unity of Phoenix have a high degree of trust and confidence in the Senior Minister and feel strongly about the church's vision. Furthermore, they have a fairly high level of awareness of the church's financial position and an overwhelming desire to act on a remedy immediately. The vast majority of the congregants interviewed are eager to learn more about their church, its current position, and its future and seem willing to respond to a request for pledges this Winter.

However, many signs point to the need to use greater precision in the planning and orchestration of this campaign. For example, based on a review of prior campaigns, it appears that the 1998/1999 campaign was the last full-scale campaign. Subsequent campaigns did not garner near the same level of participation or support. This campaign must engage the entire church.

In addition, congregants appear to have enormous faith in Rev. Maraj. They do, however, express some concerns about how the church arrived at this point, the role of the Board of Trustees, and the enormous changes in personnel and ministerial programming. This campaign must seize on congregants hopes and optimism, not fuel their concerns and anxieties. Ultimately, the campaign should follow the course recommended by one readiness assessment participant: "Richard needs to be completely open from the pulpit about the church and layout action steps. He has to take a leadership role. He has to be very clear about the church's action steps and call people to action."

2. Seek three year commitments from donors and set a minimum goal of \$1,500,000 or a mid-range goal of \$2,000,000 or a visionary goal of \$3,000,000.

These financial goals are based upon the giving history of the church, the preliminary offers from a cross section of church leaders, the willingness of other congregants to embark on a fundraising campaign, the untapped giving capacity of many of the congregants of the church who have yet to be asked to commit to the future of Unity of

Phoenix, and TCDF's experiences with churches with similar opportunities and challenges.

TCDF believes that Unity of Phoenix has a 90 percent chance of raising \$1,500,000, a 70 percent chance of raising \$2,000,000, and a 50 percent chance of raising \$3,000,000.

3. Incorporate in the campaign additional vehicles for congregants to support the church, including congregant low-interest loans, naming opportunities, and gifts of donor assets.

Good fundraising helps donors match their needs with organizational needs. Multiple congregants have shared with TCDF and church staff their interest in providing upfront money to pay off the debt in return for repayment at an acceptable interest rate. This opportunity should be explored and developed. Naming opportunities have augmented campaign fundraising successfully in the past. The church should again encourage congregant participation through this vehicle. Finally, gifts from donors' assets, like appreciated stock or property, can yield immediate donations to the church and provide attractive tax deductions for individual congregants of the church.

4. Conduct a tailored campaign with a strong emphasis on applying spiritual prosperity principles, broad involvement, community, and prayer.

Participants in the readiness assessment communicated very clearly their preferences for a fundraising campaign: they are interested in learning more about spiritual prosperity principles; they desire to building more community in their church; they want the church to be communicative and transparent; and they are more interested in a prayerful campaign than a high pressure campaign. More excitingly, 183 participants offered their services to help build and implement such a campaign. A secular approach to fundraising will likely not meet the needs expressed by these congregants. A campaign rooted in Unity principles with clear opportunities to participate, build community, dialogue, and pray more closely matches the desires of readiness assessment participants.

5. Build a communications strategy for the campaign that carefully addresses information about how the church will implement its new vision, the financial health of the church, important church decisions, and the role of the church's Board of Trustees.

It will be important to provide a comprehensive, regular communication system for the duration of the campaign to completely educate and inform congregants of Unity of Phoenix about the need for the funds and how this campaign will help advance the mission and vision of the church. Readiness assessment participants overwhelmingly supported the church's vision. Most, however, quickly expressed their desire to understand how it will be implemented and what the church will do with the additional revenue generated from a campaign to implement the vision.

Participants also clearly communicated that they want their church to be utterly transparent. There still remains a level of suspicion about the church's finances and debt. In addition, congregants will want to understand the decisions and the logic supporting them regarding land use and campaign tithing. The only means to overcome this suspicion and adequately educate congregants is through consistent and clear communication about the church's financial wellbeing and its forthcoming decisions.

Finally, many readiness assessment participants expressed dismay that the church found itself in this position and wanted to avoid ever experiencing this again. They have a guarded trust of the Board of Trustees. In order to illustrate the board's integrity and its commitment to the long-term health of the church, the church must clearly share with congregants the board's role and how the board has learned from the past, highlight its recent structural changes, and showcase board members.

6. Develop a leadership giving component of the fundraising campaign that includes multiple opportunities to cultivate donors, varied giving vehicles, and personalized solicitations.

The readiness assessment interviews revealed a clear and strong commitment on part of the church's strongest leaders. Many of these leaders, however, seek additional information about the future direction of the church. In addition, the financial resources of some of these leaders may allow for sizable giving or unique forms of giving. The fundraising campaign should facilitate greater interaction between these leaders and the church's leadership. Further, the campaign should thoroughly explore with each of these supporters the most appropriate level and means of giving.

7. Following the campaign, establish a planned giving program to support the future of the church.

As a follow up to the campaign, a Unity of Phoenix planned giving society should be organized for all congregants who are willing to include the church in their estate plans. Fifty-four (54) percent of those interviewed indicated they would be willing to receive additional information about planned giving and 39 percent said they would consider a planned gift to the church. Five are de facto members of this society, as they shared in their interviews that they have already remembered the church in their estate plans. This also means there are members who would be willing to entertain the idea of this form of giving, but need additional information or encouraging. Some planned giving experts report that organizations can generate \$50 in contributions for every \$1 they invest in an organizational planned giving program.

Unity of Phoenix Readiness Assessment Interview Results

The written surveys were handed out during service on December 1, 2 and 3, 2006. As of today, a total of 31 interviews with 47 persons (individuals and couples) were conducted by TCDF. Not all respondents answered each question. As a result the total number of responses for each question may vary. A response of 4 or 5 was counted as a positive response.

1. How well is Unity of Phoenix meeting your spiritual needs?

Not well				Very well
1	2	3	4	5
0	0	5	11	31

Avg. 4.55 89.4%

Comments:

- I've studied this. My belief system is solid. I've done a little bit of everything at UP.
- Richard Maraj always gives a heck of a good talk. I come for communion.
- I believe in Unity, what it stands for. Gives me something to live by.
- My world is chaotic. This is a reprieve.
- This is an amazing place. It is uplifting. The message is something the world needs.
- It's me, not the church.
- I get here every week. Youth and family ministry is so strong.
- When we first came here, we drove 45 minutes. It's the minister, the energy, the people. I've never felt more at home.
- I've been involved in Unity forever. It just does.
- Too much course emphasis on metaphysical. I'd like to see more courses tailored to my needs (i.e. Biblical history).
- Fits my spiritual journey: inclusiveness, acceptance.

2. What could Unity of Phoenix do to better meet your spiritual needs?

- I just want to make myself available to serve the ministry.
- Settle down—need routine. Fold everyone together.
- I would like to do more ministerial work (i.e. weddings, baptisms, memorials). The church doesn't allow me to do this, despite my credentials.
- More nightly credit classes.
- My husband has not attended since Richard Rogers left.
- It's here—if I'd ask for it, I'd get it.
- Regarding growth—it's a challenge. Finding it is a challenge to make services. Hard to keep the connections. Financial stress / new executive director / stress on services. Budget ignored.
- Sharing of info after the fact. Decisions made by a small group. Only info seen to be palatable. More input from the congregation before decisions are made.
- More enthusiasm for what is here—more often outside of services. Show more "joy" in the vision.
- One stop chairs. Chairs involve many people—selling tapes doesn't take place of chairs.
- A nice chapel for special events. No need for a big expensive church.
- Classes on how to implement spiritual teachings. And "the secret" and conversations with God. Expand topics. How can we move out from basic teachings.
- They could do better to fuse the old church members with the new church members.
- Nothing.
- Feel blessed to be here. Felt at home from the first day—sermons relevant. Worked with fine people and ministers.
- Wonderful the way it is.
- The Unity philosophy keeps us here.

- The chaplain program is great—but have more programs for older people.
- I have a problem with homosexuality. What the church is doing is pushing out people who are straight or not supportive of the homosexual lifestyle.
- Whatever builds community.
- I miss the smaller in depth classes they used to offer. I feel like the church is stretched. The church has lost its personal touch (i.e. no person answers the phone).
- Be debt free. I was shocked to discover how much debt we were in when Richard left.
- Sunday services very good. Richard is very good, credible and real. Some courses and speakers are way too expensive. Courses always held at night. Would like courses during day. People don't answer phones anymore. We always get answering machine. Can't give pastoral care via answering machine.
- More impact on a global scale/give expression of our commitment on a global scale.

3. How have the spiritual principles you have learned at Unity of Phoenix affected your life?

- They have totally supported my life.
- Hugely—all aspects of life. It's a catalyst for me.
- These principles are my life.
- Totally changed my life. I'm a chaplain. I'm blessed to find this church.
- Unity helps me crystallize positive feeling and thinking.
- Things we've learned at UP have made us successful. (i.e. our financial success)
- In every way possible—teachers were helpful. Let go of fear—everybody loved.
- I am more accepting and less judgmental. I listen more.
- Transformative in business and family.
- Miraculously.
- Transforming. Have a closer connection with spirituality.
- If I'm not serving, I don't feel complete. Richard is the best thing that's happened here.
- Profoundly—in prayer life, self esteem, family relationships, my optimism.
- Wholesome—not new, reemphasized. Wonderful church—pastor is in a class by himself, but staff is not of same quality.
- Has helped our relationship and family (a death in the family). We're creating the ripples of change in our world.
- Transformative, empowering, positive—changes life, got a masters, life is so much easier. The diversity is great, helpful—acceptance of diversity.
- It has transformed my adult life. I'm a much more relaxed person. Provided peace and balance in our life. Opened us up to giving. We give more time and money.
- Every inch of my life has been affected—business, family. I am far less judgmental.
- Work through issues. Goal setting helps. Reality based. Living in the present. Ties things together.
- It is my life—who I am and how I live my life.
- To encourage people, share a lot, tithing.
- I've been doing my artwork for years. I was always afraid to share my work. Helped make connections to other people. I'm more accepting.
- Very significantly. Especially through prayer and meditation.
- I love the spirit of inclusion and social aspect . I love the passion here.
- A big part of our lives. The principles remind me to practice daily. It is how we live each day.
- Changes in thought process. Tithing has brought abundance and calmed our life threats. It's been great for the kids and the support they get.
- Richard M. gives us so much from his life experience. We really like it. When RR left us with so much debt I was angry. Many people find it tough to get over. I feel at home in Unity. I appreciate Richard Maraj taking on a huge load.
- Being gentle vs. dogmatically rough is most of change. Pulls me away from judgment. I respond in a loving and open way to people.
- I like the commitment of living love. I like the small groups.
- More trusting of my path. Greater sense of God in my life.

4. **How important do you feel the future vision of Unity of Phoenix is?**

Not important			Very important	
1	2	3	4	5
0	0	1	6	36

Avg. 4.81 97.7%

Comments:

- Have to have vision—it's key.
- Concerns about the debt.
- Although this statement is well stated, the mission has to be lived.
- I hope there's not a gap between vision statement and what we are actually doing.
- I'm more aware now than in the past.
- Without vision the people parish
- This is extremely important. We are wallowing in self pity about debt and the departure of Richard. We need to get excited about our future.
- I love what we are as Unity. Everyone has mission/vision statements, but it is only what you make of it.
- Obviously the church has to have this.
- It wouldn't be Unity.
- I am more interested in implementation.
- The community is extremely important; diversity. There's no value unless there is action.

5. **Over the past year we have held many listening sessions regarding the financial wellbeing of the church. Please circle the number below that indicates how aware you are of the church's current \$4.2 million land and building debt, the \$450,000 annual payments the church must make o that debt, and the impact it has on our church activities.**

Not aware			Very aware	
1	2	3	4	5
0	0	5	7	34

Avg. 4.63 89.1%

Comments:

- The energy here is healing and we must expand into areas we're not reaching now.
- This is not my focus.
- I had no idea we had this type of debt until the listening session.
- Info through written materials.
- I've not been so aware. I know problem, but not the numbers.
- Gut just recently.

6. **How urgently do you feel we need to act on the debt situation?**

Not urgent			Very urgent	
1	2	3	4	5
0	1	4	13	28

Avg. 4.48 89.1%

Comments:

- We need to start working this down so we can do more outreach work to community (i.e. homelessness and food bank).
- We've never been debt free. We will always have some debt.
- Yes, we have to do a campaign.
- I was shocked at the amount of debt I learned we had at Unity of Phoenix.
- 6 months ago we should have done this.
- Hard for new people to walk in to.
- We are never going to effectively carry out our vision mission being in this much debt. We have to prioritize needs.
- The moment you feel an urgency you forget about God. Don't like "urgent"—it isn't the way to get money. However, it is very important and we want to be good stewards.

- There was so little communication before R.M. got here. We need a good plan to deal with it in the next few years.
- But not acting from fear, but from trust in the vision.
- We need to move on how much money we can raise; make a decision with the land; direction and growth of church (long term).

7. What is your trust level in the current Senior Minister and Board of Trustees to make the right decisions for the future of Unity?

Low trust		High trust		
1	2	3	4	5
0	1	10	8	25

Avg. 4.3 75%

Comments:

- I don't know the board of trustees.
- I trust Richard, but the board is a mystery. I have no idea of how they make decisions. I don't trust the board. I don't feel comfortable with them. There has to be a better way the board can communicate. I don't know what they do.
- The board is trying to make some positive changes. We need to address why the church is not growing.
- This is the same board that hasn't been able to solve our problems. I trust Richard very much. We need expertise help in member recruitment to grow our church. Richard and the board don't have this. We need a board shakeup. We need a structural change.
- Minister—5. Trustees—3. Trustees should have seen it coming.
- Previously the congregation was not very aware of the finances of our church. I still have a lot of questions why the church ended up in the position it is in. I'm just glad Richard is here and was here when Richard Rodgers left.
- Board is more open.
- I give Richard a 5. I do not know about the Board.
- I don't know the board well enough. I can't say enough about Richard Maraj. The board seems responsive.
- When Richard is vulnerable, we love him more. We have to make a decision and then make the decision right.
- Not good to have this kind of financial problems.
- Reports are too complicated. Some staff overpaid or underachieving. Take less money or reduce staff.
- Now we've cleaned up the board and the process and procedures.
- More confidence in staff. 100% in Sr. minister, less in board.
- The board has a lot of diversity. I trust Richard.
- I give Richard a 5. The board should have done something sooner. They knew what was going on and did not do anything. The board bowed to the evangelical vision of our prior minister and really didn't consult the congregation or tell us.
- Trustees were at a disadvantage with the controlling nature of our past minister. What Richard said, he got. Our TV ministry cost a lot of money.
- Need to get beyond blame.
- Emphatic trust of Richard Maraj. I'm not sure he has the level of experience needed to run such a big church. He needs to put people in place that he can trust and are qualified. We need a highly qualified board.
- I know what these people stand for. I appreciate their ability to act and their integrity. The board that got us in this mess was inattentive, too interested in pleasing—a rubber stamp board. The board let the church go astray in fear of past minister.
- Board's done a good job communicating, but decisions are slow. For the last 12 months the board as not led or inspired. They've adopted a "woe is me" attitude. Decision making has been too slow. They ask for so much input and take so long to analyze input before making a decision.
- We are leery of buying other land or building before we pay off debt. 5 for Richard; 3 for board.

- I have faith in Richard. Board has been slow to react and get info about our debt out there. Some board was around when we incurred all this debt.
- Board and staff strong and want to do things right and communicate. Change in Palomino project was correct.

8. How much more information would you like before anyone is asked to make a special financial commitment “over and above” what they are currently tithing for the next three years?

Not more		Much more		
1	2	3	4	5
14	2	4	10	34

Avg. 3.75 53.5%

Comments:

- I'd like to know what my money will be used for and how it will make a commitment.
- An answer to tithing on debt reduction.
- I want to know more about the land use, specifically the extra 3 acres.
- More specifics
- I want to know why we are losing attendance. What are you doing with my money.
- Want monthly financial reports. Want to see a program on how the debt is to be handled.
- It would have been nice to know in the past what the financial situation was. I want to know what's going to happen with adjacent property.
- Have attended family meetings so know exactly what is happening.
- Want to see a plan of action.
- I don't need the details.
- Want to see a game plan. (New sanctuary? Family life center ideas?)
- More info on how the campaign is paid for.
- No more info needed. Act on faith movement.
- Help people be aware of the truth (the issues and prosperity CS). We can support this ministry.
- Specifics on how used.
- We're ready. But we need to re-energize.
- Give us a target (for giving).
- We have not emphasized tithing enough.
- If all the money raised is for debt, I need no more info.
- Feel well informed.
- Explain how the church is going to actually pay down debt.
- Funds need to reduce debt exclusively.
- Because we have such a young congregation, there doesn't seem to be a wide understanding of tithing.
- Need new delivery system. We need to give information over and over and over again.
- The community meetings were very clear.
- None.
- Be very clear about what we are raising money for and where is it going to go. Need to define where the church would spend the money freed up from debt relief. The congregation is more skeptical—we can't be pressured to give.
- No more surprises, please.
- At family meeting it was clear the leaders hadn't thought through the details. We want to know where this money would go and how paying off debt would impact church. It is not realistic to raise \$4.2M. Give realistic number to pay off x portion of debt and still keep church operational. Need to know where monthly budget is directed.

9. **How important is it to you that we pay down our debt before we begin any new construction?**

Not important			Very Important	
1	2	3	4	5
2	0	5	6	33

Avg. 4.48 84.8%

Comments:

- Get the debt manageable. We don't need to make massive expansions. Don't build unless we absolutely need it.
- We don't need any more debt. We need more folks coming to church before we start building.
- I have no problem with the debt. It is the cost of the debt. We have to continue ahead with or without debt.
- Consider building even with the debt but let congregation decide.
- Momentum to solvency.
- We cannot do new construction with this current debt.
- If we're God-centered, and there is a need, we'll do fine.
- Yes, that makes more sense. We need a plan! Figure it out before making any plans.
- Reduce debt to a level where we have flexibility.

10. **Do you think the church should tithe a portion of our Fundraising Campaign contributions?**

Yes	26	55%
No	21	45%

Comments:

- What goes out comes back.
- Tithing fits our philosophy. I need to see proof and plans before any action.
- Charity begins at home. We are in financial straights. We must take care of ourselves.
- A portion.
- The investment for debt relief will spur on additional growth, ministries, and future tithing. We are raising money for a specific purpose. This is giving over and above tithing. Taking care of own business.
- This is a tender spot for lots of us. We absolutely cannot self tithe.
- Philosophy is wonderful, but if we are struggling we can't even minister to our community. If we are focusing on our debt and this situation. Tithing should come from other offerings and operational budget. Can't give what you ain't got.
- Prosperity consciousness needed. There is some scarcity thinking—stay with our beliefs.
- The hand that's closed to giving is also closed to receiving. It is fundamentally a part of our principles.
- This is very hard. If we didn't I'd understand. I understand the tithing principle, but we are in a real financial problem.
- This is tough, but if you are a tither you're a tither.
- Portion to Interfaith Movement.
- This is outside of our normal stuff. This is special. This is over and above my love offering. My giving to the church is my direct love for my source of spiritual fulfillment. Tithing on it is almost—hedges on—violating my intention for the gift.
- A portion.
- We would not object.
- I talked myself into tithing. While we teach on the importance of tithing, at this point we are in such debt.
- This is not income. It is money specifically for debt.
- Needs to go to debt relief.

11. Would you be interesting in attending a dinner with Minister Richard Maraj to discuss the Unity Visio and our church’s Fundraising Campaign plans?

Yes	39	89%
No	5	11%

Comments:

- Willing, not necessary.
- Great respect for Bruce Mosby.
- It’s not mandatory that I get fed to buy into this project.
- Don’t put our money on food.
- Sure, not strong critical.
- Not necessary.

12. What theme(s) would you like us to focus on in the campaign?

A. Building community	16	36%
B. Applying spiritual prosperity principles	19	43%
C. Growing Unity of Phoenix	9	21%

Comments:

- All three important.
- Stress the benefits of paying off the debt and freeing up the \$400,000 annual payments to add programs and services. We need to pull together the different cliques and groups. Please find ways to bring people together socially to increase the interaction between us all. The chaplains are aloof and need to be friendlier. Ushers need to hug lots of people!!!
- We are the example of what we preach. Actions speak louder...
- Whatever will work.
- All together. The staff needs to catch Richard Maraj’s spirit-flow.
- As part of the philosophy.
- Taking care of business. A theme with a “hook”—focus in.

13. The principle of tithing is a cornerstone of prosperity philosophy. How well do you feel that Unity of Phoenix helps people understand this concept?

Don’t understand			Understand well	
1	2	3	4	5
0	3	16	14	12

Avg. 3.78 57%

Comments:

- Used to do a better job.
- Unknown.

14. How could we better improve people’s understanding of this principle?

- If you bring it up too often, not good. Ask questions about tithing.
- Info on the church’s bulletin.
- Having people, small groups give examples, something concrete of how these principles affected their lives.
- Teach rewards of tithing. Emphasize the involvement over money amount.
- Change the message with guest speakers. There’re not enough people involved. Some skepticism that prosperity equals tithing.
- We explain and put it forth but without the aspect of guilt. Given message—not a money talk.
- Making aware of the blessings of giving in some way. (You’re getting your money’s worth.)

- All teachers keep the tithing principle working and give examples in personal lives. Don't hit all people over head. They learn as they grow they prosper.
- We need to communicate more clearly and more often.
- This is hard because people don't like sermons on tithing. Do more classes.
- Tithing is a prosperity principle with God—4Ts. Need to hear from pulpit—email. Separate tithing from the campaign.
- Good programs but not a lot of people participate. People are afraid to tithe. It's "conditional".
- It has not been addressed extensively. Do an "abundance is mine" plan. All members are asked to sign up. We pray for unexpected income for members. And members agree to tithe on unexpected income.
- What you focus on expands.
- They used to do 4T classes. The need to do more of this. Tithing needs to be more visible.
- We need to share the joy of giving and the abundance. Do the "Try it for 60 days" approach.
- Edwene should speak from the pulpit and do a class. Maybe more testimonials.
- Help with the "leap of faith—and be open. Have people talk about it who have experienced its benefits. How it has impacted people's lives. Expand the video.
- Personal example and sharing.
- Keep working on "the law of attraction."
- Have people of the congregation talk about this. Have speakers like Edwene Gaines.
- We have to get people more involved in classes.
- More of a thanking than an asking. Show the value-added aspect of the church. The church is a value.
- Need to help the new people. 4Ts worked for awhile. More often from the pulpit.
- Need to give this more visibility.
- Reemphasize the four key ideas—used to be a series in our church (time, talent, treasure, etc.)
- We need to keep doing what we are doing and being consistent.
- The offertory might be the place to re-emphasize that.
- Congregants need to feel like this is their responsibility to generate excitement. Do money back guarantee. This created fellowship.
- Offer keys to the kingdom. Offer a 3-month trial tithing and get people to try it.
- The church does not do any call to action with the congregation.

15. If Unity of Phoenix solicited a campaign contribution from you, what would be the two most comfortable forums for you to be solicited?

Small group setting	17	33%
During church services	19	37%
In a phone call	4	8%
Home visits	11	22%

Comments:

- Letter by Richard.
- For us, a 1-on-1 visit would be most
- I would receive someone in my house, but I'm not the average person. People considered "leaders" in this congregation would feel comfortable with home visits.
- I don't need any of these. I like a letter of intent.
- Prefer a letter. Put it in writing so we can talk about it. (Attach a return form to the letter or go to our website.) Have people in courtyard who can take VISA cards, or set up automatic withdrawals.
- Has to be personal.
- Don't pound it.
- [small group] allows discussion. [others] as appropriate.
- The solicitation has to start with Richard.

16. Successful fundraising campaigns thank people properly. How important do you feel it would be in Unity of Phoenix to express gratitude through small meaningful gifts and/or commemorative plaque?

Not important Very important

1	2	3	4	5
9	2	10	9	9

Avg. 3.18 46.2%

Comments:

- Just say “thank you.”
- Very important. How it is done is less important.
- Give some reward for giving, i.e. discount or free classes.
- This is important to others. It’s always good to receive a letter or some form of gratitude.
- Maybe a community supper or celebration and a personal note.
- Becoming more spiritual releases ego things—concentrate on benevolent ones.
- This could be dangerous to the church—appearance of giving away money.
- I don’t need recognition. But I do appreciate my tithe thank you letter and we do need to thank all those that give.
- Acknowledge with a plaque of celebration or artwork outdoors.
- Just do a good solid thanks. Something verbal.
- No plaques. Thankathon phone calls worked well in the past. Maybe special names in the prayer garden? Gratitude luncheons.
- A gift when the pledge is fulfilled. No interest in trinkets. A nice letter is good for me. Large donors special care.
- No plaques. We used to have a thankathon—board members called donors to thank and ask is there anything we can do to help you.
- Don’t forget the person who is just learning about giving.
- A plaque in the church, not gifts for individuals. A hand written note, please.
- We like the plaque.
- No money on gifts and plaques. But a personal call or letter.
- Everybody should get the same thing.
- Gratitude is a spiritual principle.
- It’s extremely important to express gratitude, but for a campaign it’s not critical.

17. If we had a fundraising campaign in Winter, 2007 to raise money for debt reduction, how supportive do you anticipate the congregation would be toward the campaign?

Not supportive Very supportive

1	2	3	4	5
0	2	12	19	9

Avg. 3.83 66.7%

Comments:

- Depending on how it’s presented, it could be fun.
- Needs to be very positive. Must be connected to spirituality.
- A small group is not ready, but most are.
- People support Richard.
- There seems to be a lot of negativity.
- Richard tells the truth.

18. What might prevent us from conducting a successful campaign at this time?

- Nothing.
- Why are we waiting past the \$2M deadline—start earlier.
- Pastoral care is not as good as it once was. We miss Lionie. The current team is young.
- Skeptical about where money is going. I haven’t heard a lot of people talking positively about campaign.

- Some think we are top heavy in staff (i.e. 3 ministers).
- Some feel we waited too long.
- We need lots of advance preparation with lots of information and dialog with Richard. Heal the wounds before taking the next steps.
- There will be some resistance no matter what. They have to focus on the positive aspects and what the campaign will allow us to do at the church. Older members feel like they already gave and don't want to give again.
- We need a core team/group of committed believers (tithers) as spokespeople who can explain what we're doing and why. We must evangelize the cause. The bigger the team the better. A community effort. We all need to take some leadership responsibility. If we as a community don't have the belief we will not have what we have. So we want to go forward? We all have to do our part. (It's not just money—spiritual energy of the vision.)
- A sense of decline in facility maintenance and number of employees and their services.
- Nothing.
- There are still people that are bitter about the campaign. They feel the church used the money for purposes other than what the gifts were intended for.
- Everyone wants to see UP succeed, but there is hesitancy to campaign. Elderly folks are on fixed incomes, younger families don't have the money.
- Wrong energy.
- If there is fear. We need to be confident everything will work out. If we're fearful this will not work.
- People's consciousness—people don't understand tithing principle.
- Clarify annual giving and pledge issue—We can't take money from annual giving.
- We are going to do a campaign. If the campaign is too aggressive, it will turn people off. If it is not personal and connected to community it will not succeed.
- We're in a restructuring phase. We've lost some members and new people coming not integrated. We don't have the momentum.
- The people that are already tithers are already giving their share. People don't feel the closeness to the church they used to. The economy. There will be those who are just not supportive. Not enough information of the necessity.
- Some members still feeling "we just got out of the old debt." We need agreement on keeping the land.
- Everyone knows that something has to be done. We lost a lot of people because of Richard departure. I think some people are disgusted and disheartened with what has happened and the fact the church found itself in this position. This will make it difficult to raise money. We still lack lots of info. (i.e. how much Richard Rogers was given in cash payment.)
- Sufficient communication. Don't sell the land.
- Who caused this? Why are we in this mess? There's a missing piece of the picture. There's a little lack of trust as a result. We need to own the problem.
- Richard never begged for money from the pulpit. We can't beg for money. We have to ask people to hold this in their consciousness. Can communicate need. Visual images help.
- Another major change in ministerial staff. Need to support the projects we have going—no new ones.
- Not too demanding, too forced (like United Way).
- Stupidity on part of board. Not asking for money; participate in a cause.
- Leftovers from past history.
- Nothing on the horizon. Only an unforeseen event.
- Full participation from congregants. People like to hold onto their money. No real issues.
- Given the right information, people will be successful. If we do not broadly distribute the information we will not do well. We need to share the message from the pulpit.
- Nothing. Now's the time.
- There are so many new members that may not know the seriousness of our debts and situation. Don't talk over and over about money.

19. **We are entertaining the idea of asking everyone to consider making a three year pledge to a fundraising campaign (over and above their current level of giving) of 5% of their income each year for three years or a one time gift of 5% of their assets. How do you think such a request would be received?**

Not received well			Well received	
1	2	3	4	5
1	9	8	13	1

Avg. 3.13 43%

Comments:

- Must be 3 years. Weekly pledge needed. Team of compassion generates heart.
- Assets ask is too confusing. 5% of income okay.
- Just ask for a 3-year commitment. Suggest 5% or 3% or 2%. Five is high. The follow through to the 3rd year is real important. Share the successes.
- We have to set some expectations. Richard, Alice and Shannon need to ask people personally.
- This might be a motivator. It has to be tailored to the abundance philosophy. It will be a challenge for many people.
- Would like to support but many can't.
- There're lots of people who don't give. I don't think this will turn anyone off.
- Prefer to not have a stipulated amount. We may limit gifts.
- Depends on how people feel about church.
- Just explain that we need your added gifts and your tithe. Or, increase your giving by 5-20%.
- If you could explain that this is what is needed to pay off the debt. Let people know they are needed. We need to explain the spiritual benefits of giving.
- I don't have a feel for this. We have lost a lot of good tithers.
- I don't want the church to be exclusive to anyone race/sexual orientation. We want true diversity. Some react strongly to Alice.
- There's no church follow up with pastoral care (i.e. hospital visits are not followed up on, deaths not tended to). We are looking at other churches.
- Yes, a 3-year pledge. But 5% is not empowering. Rather share the mission in a powerful way, asking for the highest appropriate level. (Not a gesture, not a burden)
- Give people several pledge options.
- Is a possibility. Last time there were different categories of giving.
- We have accomplished a lot in the past. I think people would be OK with this solicitation.
- Give people options for giving. Being too specific with request is too pushy and intrusive. This giving approach is too conventional for us.
- 5% sounds like a lot of money. I'd prefer we leave it open to each individual. It is helpful to breakdown the number of gifts required if everyone gave.
- This gets away from the spiritual principle of expecting the money to come in.
- This is a huge commitment for people. Percentage solicitation may not be the best approach. Make solicitations more personal—a stretch, but achievable goal.
- Set a target amount (eg \$3,000 a year) or whatever you can do or do a combination 5% and a target amount. As flexible as possible. It's voluntary. (See Prosperity Cs. For a guideline)
- This is a framework. What we're kind of looking for. Our people do not like to be told.
- Set people up so people can win (not lose). "Search your heart. This is what we're asking." Ask in humility as opposed to a demand. (If not 5%, what can you give—and we gladly accept that.)
- Go for one percent (not 2%). More of it to participation. I remember getting the tithe envelope at my old church—It was turnoff. Offer church bonds, it is an alternative to IRA.
- We need to "wake up" those who are not tithing. Give people a clear choice.

20. If a fundraising campaign were held today, what amount would you consider giving over and above your current level of giving) for the next 3 years?

- \$3,000 + \$3,000 = \$6,000
- Will contribute
- 2% of current giving. \$150/month
- We have not talked about it. We need to pray. 1% of amount raising. \$42,000. We wait.
- 5%. If we sold the business, I would [] paying off debt.
- \$12,500
- \$250/month
- \$10,000 for 3 years
- I am close to retirement. \$10,000
- NA
- I'm not giving anymore than my tithe. I would [inc.] but I have not calculated my numbers.
- \$2,000/year = \$6,000 total
- Would go from 10% to 15%. Would support campaign. Can't give money amount.
- \$5,000/year = \$15,000 total
- \$6,000. \$10,000
- \$20/month. \$2,500/year minimum. A lot depends on timing.
- Give people several pledge options.
- \$1,500/year
- \$25/month
- Go for 5% over current giving
- \$12,000-\$20,000
- \$10,000 minimum, perhaps \$30,000
- Would give more and encourage others to give more.
- 2% over and above—would support
- \$100/month
- \$7-8,000/year
- Can do 15% monthly or \$12,000/year for 3 years
- \$100/month
- \$25 to \$100 per month
- Would do three year commitment. Don't have an answer. I would not enter into a commitment.

21. Who from the congregation do you think would make good leaders to help chair our campaign?

Al McCoy	Anna Banana Kruchten	Barbara Kelly
Barry Hoke	Cathy Corbin	Chaplains
Dawn Sayler	Jerry Kadansky	Susie Whiting
Joe Palermo	Mason Bacchus	Michael Jesberger
Nathan Bacchus	Niel Barnes	Pam Peterson
Peggy Yates	Penni Honey	Pet Clegg
Pete Rowe	Regina Best	Robert Vest
Rod Brethower	Ron Adkins	Steve Rossi
Current and Past Members of the Board of Trustees of Directors		

22. Would you be willing to serve as a volunteer on one of the campaign teams over a four month period?

See last page for total listing of volunteers.

23. Do you currently remember Unity of Phoenix in your estate plans?

Yes	5	12%
No	37	88%

Comments:

- Have no will.

24. If you were simultaneously able to support Unity of Phoenix and receive significant tax benefits, would you consider contributing to the church through planned giving?

Yes	13	39%
No	20	46%

Comments:

- Not at this time.

25. Would you like additional information about planned giving?

Yes	17	54%
No	20	46%

Comments:

- Good idea for a church to do.
- More info.
- For future reference.
- Do a seminar on this.

26. Any last suggestions or comments you would like to see in our report?

Comments:

- The church community still has an element of higher class exclusivity. Make bricks and plaques more accessible to those who can't afford it. It's a small way to be more inclusive.
- I'd like to see Shannon more in ministry.
- Richard needs to be completely open from the pulpit about the church and layout action steps. He has to take a leadership role, be very clear about the church's action steps and call people to action.
- I've got the feeling of railroading. We need to build the trust level. Growth will follow.
- Expand empowerment. Stress appreciation of what you can do. No guild trip. You can also give as a volunteer. Give people up time. Help them feel ownership.
- I don't understand Bruce's job. Why not a minister-manager? Learned of debt from the pulpit. We need a family center with a kitchen. More recognition of volunteers. Richard is dynamic, passionate.
- Rather than a specific amount ask, ask people to make a heartfelt contribution.
- Be still and know that I am God. Then money will flow.
- Richard M. has really opened up as a person and his weakness. This facilitates open communication and trust. It brings out our faith in him. I feel much more connected to him. Don't build a big square building. Don't invest in current building as a sanctuary. The building plans changed without our input. We want to have a real and open discussion.

- We have to come to some solution to the land. It's almost inappropriate to raise so much money while we are sitting on such valuable property. We are not utilizing our church land well. We should sell it if we need money.
- Whatever it takes!
- The church could do more to advertise. If you are not growing as a church we will be stagnant. I like the small group ministries.
- Before cost cutting, let the congregation have the opportunity to pick up the cost.
- As long as the board is true and has integrity, we will be fine. Keep past board members involved and informed of the state of the church, of the most important issues.
- Richard Maraj is a great spiritual leader. He makes himself vulnerable.
- We are in a good position to learn from our mistakes. We grew from a storefront church to corporate church. There are always growing pains. Need to put the \$4.2 million in perspective. We are whittling this debt down. We have had some success. We should stand on this. We have to get everyone in the same intent. Increase bookstore size. There will be struggles. Be more open and communicative with information.
- Benefit events for debt reductions? Silent auction? Etc.
- People are living and going elsewhere. We almost feel like we are strangers here.
- Dorothy is a great worker. She has the Unity spirit.
- Get people to be friendlier! Explain how each dollar you give will save interest expense.
- Debt is a tough sell. But note what else we could do with the debt payments.
- We cannot build a new sanctuary at this time. We need a plan. Need a planned giving workshop.
- Consider an Easter kickoff. Start now to let people know what we're doing and our timetable—and the importance of tithing, and look at what I'm really giving now. An incremental look at what you are and can do.
- We love the support Richard offers to the single people.
- People left the church because the last campaign was too aggressive.
- The debt should have been addressed sooner.
- The campaign will be successful and will take a lot of cheerleading.
- Let's improve what we already have and not expand now. We need to get more people.
- Should be more opportunity for clinical counseling with professional counseling.
- More details on how a drive is to be done. Taxes have nothing to do with my giving.
- Present board should use experience of past board to plan this campaign.
- I don't want to sell the land.
- Do we really need to pay for professional services? We should use our own chair.
- We should consider 2 services to save on costs.
- There's no ill-feeling about being gay, but people feel like the church is flaunting the gay lifestyle. No one is questioning the gay lifestyle but nor do they want to see it flaunted weekly. This is going to effect the amount of money raised. People have left because of it.
- One of the best dedicated staffs in the area. Go beyond the normal.
- Dedicated and committed staff—amazing.
- Bring the "In Celebration" wall back as a fundraiser and charge \$75-\$100 for little plaques. Continue selling trees and orange trees around the property. Various fundraising activities of the past were successful and should be continued. BIZNET should sponsor the business fair.
- Don't sell the land.
- Make the campaign a fun thing not burdensome. Think outside the box—enthusiasm, light. Want to give not just obligation.
- What are we doing with all the land? Take care of the problem we have now—not new building and build the confidence level.
- Concerned about the maintenance of the facilities. Town hall meetings were a bitch session.
- I'm not sure that being debt-free is necessarily the goal. The goal, for me, is to eliminate the interest. We always need something to strive for.
- I'm not sure if it is our responsibility, the current congregation, to pay off the debt. There was no hint of abundance at the town hall meetings, only cut backs.
- My quandary is how do we get more people involved. This is a marketing issue. We have to be better marketers.

- We were sad about the staffing cuts to youth and family. Let's step up and do this. "Come one, guys. Let's do it."
- I trust the board and minister completely. Continue being open and working together. That is where we're at and this is where we want to go.
- It's a balancing act, yet we believe in the prosperity principle—not working from fear.
- Special events bring the community in.
- This campaign is a positive thing.
- Expenses of campaign? Reporting back. Local companies? Matching funds?
- The team and staff need spirituality and commitment and need to follow the pulpit leader.

Unity of Phoenix Readiness Assessment Individual Survey Results

The written surveys were handed out during service on November 5, 2006. As of December 8, a total of 304 surveys were returned. Not all respondents answered each question. As a result the total number of responses for each question may vary. A response of 4 or 5 was counted as a positive response.

1. How well is Unity of Phoenix meeting your spiritual needs?

Not well					Very well
1	2	3	4	5	
1	5	18	76	200	

Avg. answer: 4.56 92.0%

- I need to come more often.

2. What could Unity Phoenix do to better meet your spiritual needs?

- I would like to see even more evening & weekend events – more community involvement
- More classes, workshops & spiritual advisement available
- Doing a great job already – more classes
- I would like to be able to connect more and make some friends who are spiritually supportive.
- Men’s & women’s prayer breakfasts
- This church does a good job
- Anxious to take 4Ts class.
- More classes, more seminars, more guest speakers.
- Always be in integrity.
- Stay strong & keep growing!
- Offer more single oriented events; offer communion in the FLC
- Doing great job already!
- Babysitting or childcare on other days so parents can attend classes other than Wed.
- Youth/family – parent classes to help with spiritual growth of my children
- More classes taught by Richard Maraj
- Reverends Richard, Alice & Shannon are so wonderfully principally based – it is being done!
- More classes
- Move to Flint Hills ☺; create more community
- I just want to serve!
- More volunteer programs to outreach to others
- Childcare during classes would enable me to take more classes for growth
- Keep Richard Maraj forever
- More Bible readings
- More children’s programs.
- Offer more classes – Bible study
- The energy of the church has changed since the new ministers have come – not a positive change. The church treated some very fine people in a terrible way to “make room” for new ministers. I feel I have been forced to tolerate behavior I don’t want to be part of – it has turned me off to the church. I gave a lot of money before – not anymore.
- Be cautious in not just filling spiritual needs without living the spiritual principles/action
- Continue parenting/spiritual classes for parents & children
- I am very happy with all that is going on!
- Continue to offer classes.
- Move to Fountain Hills.
- Move church to Tempe/Chandler/Ahwatahee.

- Not spend time at services talking about financial situation. Prior to this Richard there were more—and I didn't like it.
- Keep the path and vision—we're doing it right.
- Closer interactions with Rev's.
- Hymns. Amazing Grace.
- Create regular forum for fruitage—a time and place to celebrate personal good news with each other.
- Continue what you are doing.
- Heart—more heart; great head; more heart.
- A longer silence when you and I are meditating.
- More praise and worship—the congregation singing is worshipping together—not just listening to a performance
- I feel alone and insignificant but surrounded by love when at Unity. Unity offers many activities and it is my own fault for being too reserved to participate.
- Small group activities to get to know others better.
- More events.
- Have a couples class
- Small group meetings for study and community.
- Nothing
- Do more of the same!
- Easier to interact—family gathering place
- I could participate more.
- Keep up the good work!
- You are there for us as is.
- I trust in spirit; you meet my needs.
- More SEE classes.
- Create an environment to express and make a difference from a global family perspective.
- More meditation. Help on realizing the impact of our spiritual bodies not only our souls.
- Have a 24 hour area available for prayer and meditation.
- More classes.
- Offer Reiki classes, crystal healing, sound healing.
- Edgar Guyce Stovay Group
- More family events, projects to involve the whole family; marriage/blended family classes.
- Serve the greater community in partnership with other organizations; consciously ACT on our love for all people—using Fair Trade coffee is one area.
- I would like to volunteer and get more involved.
- More new stuff in bookstore; more guest speakers; “Wayne Dyer”, more classes
- Strengthen the deaf ministry and better advertisement of available interpreting services.
- More workshops by our wonderful ministers for those who want growth.
- Live closer to me.
- Live truer to the principles it teaches.
- They are met.
- More classes/sermons on the metaphysical meaning of the Bible.
- Adult classes on Sunday mornings.
- At the moment it's being met. Maybe to stress the responsibility that we have in being the source of our spiritual life and take advantage of what Unity has to offer.
- Offer more courses for credit—LUT
- Build community center.
- Bring back the TV ministry.
- Keep doing what you've been doing.
- My needs are being satisfied.
- Nothing—Rev. Maraj does a wonderful and inspiring job as does Rev. Alice with her bubbly personality.
- Keep up the good work.
- Continue the education and the openness with the congregation.
- Continue the message and work with the community.
- Sessions with chanting.
- Have some daytime classes.

- Have more sermons related to the Bible.
- More opportunities to involve my kid (she's 3).
- Nothing I can think of.
- You are doing a great job—I need to step forward and get involved.
- Getting us together in small groups which you are already starting to do, would at to it.
- Continue to move forward as we always have and not change everything about us. Yes, we've really changed in the past year, but we shouldn't shift completely.
- 1) Ministers need to form relationship with congregants 2) Volunteer program needs to be better.
- It's more of what I should be doing. Making better use of the gifts available through Unity.
- More outside speakers and events.
- Help me get involved my meeting with Rev. Maraj.
- I love the classes.
- Group activities (not classes) where we get to meet each other.
- More classes on personal empowerment. The effects of trauma and how to transform trauma.
- Continue what you're doing.
- Effectively dealing with dept. Effectively managing—let Bruce do his job—no chaos in management.
- I'm not sure at this moment. Let me think about it and I will email my response.
- I can't think of any additional ways. I get so much from U of P.
- Continue being here for all the people.
- You are doing a great job. Love the humor.
- Continue to enhance youth programs. Offer speakers like Depak Chopra.
- I can't imagine. You do it so well.
- Follow up with family who are sick or just having a tough time.
- Prayer partner, counseling.
- Small group meetings in a local neighborhood.
- More opportunities for connection—greater support of singles group.
- Just keep doing as you are step by step.
- Weekly services throughout week.
- Somehow need to be bringing community into reality.
- More classes, services, courses, guest speakers.
- I would love for my chaplain to call 2 times a month.
- I am spiritually satisfied with Unity.
- Keep it going.
- More classes based on Unity books.
- Nothing more.
- Go above and beyond.
- I think the Scripture based talks that are related to our contemporary life are wonderfully relevant.
- Continue to emphasize the work of changing consciousness—not trying to change effects.
- No comments right now-I think it's great.
- Allow me a Sunday off once in awhile to come to services with my own family.
- Continue its current programs.
- Have more on website to communicate and hook up with others—a message board, maybe a chat room.
- So far so good!
- Nothing at this time.
- I am interested in volunteering for silent retreats or guided meditation services on a consistent weekly or monthly basis.
- I am praying and looking into a bit more activity over here in the West Valley, like maybe a Commitment to Love group. Not much over here in Glendale!
- More small group ministry. More guest speakers, musicians and events (Greg Baer, Wayne Dyer, etc.
- 4-12. Having midweek Bible study for children.
- Less expensive concerts.
- Talk about honesty, integrity, resentments, forgiveness, training us how to forgive.
- They have been met with the arrival of Rev. Maraj. He has powerful messages. There are also plenty of workshops and outside talent.
- 1) Develop adult curriculum so classes build on each other...like Pray I – II. 2) I'd like more Bible oriented classes.

- I can't think of anything.
- They are met every time I walk on campus. The rest is my responsibility, nothing more for Unity to do.
- I need to grow trust again. I feel like I am skeptical about some of the principles and how it looks from leadership level.
- Not sure. I need to find a way to feel included again.
- As if I could explain it in this small space...you are such positive thinkers.
- Have a Saturday evening service.
- I just wish we lived closer—that's not going to change unfortunately.
- Tickets to events are expensive for my soc. sec. income that I would love to attend.
- Lengthen meditation time during service.
- You are doing a great job presently! I'm very pleased.
- Work on our community together; campus beautification.
- Help us connect with the God within each of us.
- I think I need to apply what I have learned and attend more classes.
- Pray for my spiritual uplift and hearing.
- I feel with the recent surveys that someone listened and already began doing it. Thank you.
- Not much—I feel that my needs are being met satisfactorily.
- Doing great.
- Give as much notice as possible of class schedule. Work schedules can be adjusted with more notice.
- Keep up with current openness, sharing info and willingness to consider new ideas and feedback from congregation.
- Keep up the good work!
- Offer more classes on every aspect of living a loving compassionate , wholeness/wellness and successful life.
- Meets my needs and always exceeds them.
- Nothing—meets and exceeds.
- Occasionally play and old fashioned sing-able hymn.
- Bring in more variety of classes—not big names that cost a lot, but smaller, more accessible classes. Also, there seems to be much more references to the Bible lately. It's too much. It feels too churchy—one of the reasons I stopped going to my own church of origin.
- Provide more outreach opportunities to the community to demonstrate that practicing principles of love is the answer to transforming the world for the better.
- Offer more classes instructed by Richard.

3. How have the spiritual principles you have learned at Unity of Phoenix affected your life?

- It has had a very positive influence on my life personally & professionally
- Given me new (or renewed) faith and hope in my life.
- I am more God-centered and I live a life of greater peace and love.
- Given me a more defined sense of purpose, connection and service.
- 10020%.
- It has made me more positive in my life.
- God led me here and Unity is my path I know will help me grow.
- Gave me peace and prosperity that I never thought possible!
- 4T class started me on true tithing. My life took a complete turn around. I took the class about 4-5 years ago. I began tithing with class and have not stopped. In fact I easily give more than 10%. The amazing part, my attitude is very positive and life in general improved. I am more grateful, relationship with God is clearer. One day I realized how prosperous I was and what also is amazing, my income really hasn't changed much. Thank you, God and Unity. PS: Even with our financial concerns, I am pleased to see Unity continues to tithe. I believe in the importance of setting spiritual example for the congregation.
- Understand and accept more the divinity of all people. Keeps my peaceful.
- More inner wisdom, abundance and prosperity.
- Greatly.
- I feel supported in the beliefs I came into through studying/reading/exploring.
- Encouraging in positive direction—support—love.
- Made me more positive.

- Positively.
- Enriched my life and joy in loving and serving God!
- Great things keep happening.
- I am a better friend and professional as a result of Chaplain program. My life has completely transformed in 4 years.
- Very positively.
- Immense joy and abundance.
- Excited about my own spiritual growth.
- I am much more forgiving of myself and others. Understanding that I am one with God.
- As the Divine Law of Adjustment--Love
- Gave me a spiritual life.
- Wow—I actually know God now.
- None.
- Gave me peace and prosperity that I never thought possible.
- I can see God everywhere—even in concrete!
- It hasn't I have always applied them.
- I'm attempting to "LIVE spiritually daily" applying the principles, rather than 1 hr. a week.
- It has made me more positive in my life.
- Unity was so powerful in my life when I was deeply in sorrow.
- Positively.
- Offered direction and inspiration for growth.
- I have become a more loving person and I like myself.
- In a very positive way.
- Every way—Every day—Life always gives me opportunities to practice, practice, practice the principles.
- Helps me to be more present in every situation and meditation has become a daily joy.
- I really love the message of this church. I miss the variety of music that we used to have—different styles of music.
- Totally transformed.
- Positively.
- Renewed life and new path.
- Gave us alignment and common ground in accepting everyone.
- Professional and personal life.
- Every thought is a prayer.
- In immensely wondrous ways—I am home. Know that what I felt intuitively is!
- They have invited my partner and me to become affiliated with a church again and to worship with others.
- "Know" that God is at the center of our being—greatness comes forth as we claim it.
- Brought me greater and deeper peace.
- Made me become open to all possibilities.
- Saved my life.
- My life is full and rich and rewarding...all a result of my finding my greatness via UOP.
- Unity to our church and the community and myself.
- The spiritual principles I have learned impact all of my life.
- I have been deeply affected and look forward to every Sunday.
- Helped make it through some very hard times.
- Changed my outlook, attitude and crated a foundation for my children.
- More connections to God.
- In addition to bringing more wonderful people into my life, I'm more positive, patient, appreciative and more giving. Also, I finally "got it" with respect to how to meditate, thanks to Rev. Alice...woo hoo!
- Life without Unity would not be possible.
- Helping me to continue on my spiritual path.
- I am stronger and empowered in my personal relationship with God.
- In all ways—I am a new person.
- Unity makes me want to strive to be more than I thought I could be.
- Family closeness, spiritual direction, relationship and job strength.
- Small group meetings in a local neighborhood.
- I have awakened the God in me. I feel alive and at home.

- Given me direction, inspiration, and hope. I now have a BSN by practicing Unity principles.
- Transformed it!
- Given me hope.
- It has transformed my life in so many ways.
- Reminders keeping focus on what is important.
- A lot.
- Improved communication; priority setting.
- Deeply.
- I work at practicing the principles every day.
- Improved relationships, changed my thinking.
- Good.
- Countless ways—home, new job, family harmony.
- Faith is better.
- Changed it completely. I am so blessed.
- Opened up the possibilities for my life and family.
- Changed it completely.
- Yes.
- Helped me to love people (at work) that are difficult to love.
- You can preach a better sermon with your life than your lips.
- Personal wellbeing.
- Making me more spiritual as a person; and being more open to the spiritual outlook on things.
- We apply them daily.
- I bring fun to others instead of waiting for them to bring fun to me.
- Made life positive and successful.
- Positive outlook, having peace within, receiving God's favor.
- Enriched my life.
- It has allowed me to come home like the "prodigal son."
- I am learning to open my heart.
- Aided me in setting goals and many achievements to improve.
- Helped me move forward in ways nothing else has in areas I have been blocked/stuck (for 20 years).
- Living love with the people I deal with daily.
- Bettered my life.
- To reach for my goals, take the first step and keep going.
- It has helped me open my eyes to reality.
- Helps me focus on doing good deeds and improving myself.
- Profoundly—my relationships, confidence, career and especially my connections with God have all deepened.
- All—much growth.
- Reinforced personal beliefs.
- Opened our lives to more love and abundance.
- Very hard at this time. I'm in a religious slump.
- Made me more aware of my reason for being here.
- More peace of mind, happiness and love.
- To feel good about yourself and feel peace within.
- To be more accepting of self and others—enjoy of more spiritual life.
- CEP classes helped me.
- Given me back an image of loving God within me.
- Teaches me to constantly think about life.
- Make me more positive and strengthened my faith.
- My life is a work in progress and reinforcement of those principles constantly blesses and benefits me.
- Teaching me to think and be more compassionate and loving.
- They have been life changing for me.
- Principles have improved my life.
- Made things better—improved relationships.
- Totally changed my outlook—has brought joy and laughter to my life once again.
- Help increase prayer life, community and abundant living.

- Better relationship with God.
- Since I have been attending Unity I aspire to a higher spiritual life.
- The principles of Unity are my life.
- Helped me survive and thrive though difficult challenges.
- Learning to love people right where they are!
- It helps me to have hope where I have none—reminds me of who I really am.
- I have been catapulted into a NEW dimension!
- Profoundly
- I have more peace.
- I am clear that I am and we all are expressions of God.
- These principles are in alignment with mine and my family
- Can't live without them.
- Improved it 100%.
- It helps my evolution? It is very transforming!
- Provided greater happiness, health and prosperity.
- They've affected my heart.
- I am more positive; I am more loving.
- Brought family closer in God's mission.
- Positive thinking helped in many situations.
- Made it better, with greater potential.
- They've given me and my family the ability to problem solve and cope, as well as grow spiritually.
- Interpretations of biblical passages are very thorough—we get both “heart” food and food for thought. Some Unity churches are very warm and kind but services are not very good—this church is different.
- Validated what I already believe is true about God.
- Helped me, supported me in my belief in possibility and greatness.
- Made my life more wonderful!
- It continues to grow and improve. I am constantly being changed
- Brought me closer to God and listening and hearing God.
- Enabled me to meet challenges at work and in my relationship
- Helps me relax in the morning a bit.
- so many ways! too many to list here
- Made me a more outwardly-conscious person—positive and peaceful—maintain a loving aura.
- Unity principles are 100% of my life
- They have transformed my life.
- I never meditated before – now I do
- Brought me home to spirit.
- Helps me believe in possibilities
- Greatly—it has helped me recover from an illness
- Our Unity life began in Denver
- Very positive
- I have a place that accepts me as a lesbian and supports me spiritually.
- The spiritual principles simply are my life now—they use me!
- I can't even tell you the incredible ways Unity has blessed my life
- I'm more joyful and closer than ever to God
- Uplifted me
- Improved my life on all levels, especially the chaplaincy and prayer room.
- Better able to meet challenges of life
- Living it more lovingly on a daily basis
- To love everyone and especially love myself.
- Much more abundance
- I use them daily
- Literally - unconditional love
- They give me hope and courage
- Inspired me to stay the course & practice the presence
- They are the foundations of everything I do & am
- Love all; be part of

- Balance & more inspiration
- Created a more positive & fulfilling life
- Consciousness, spirituality
- My life has transformed since attending Unity; my spiritual family is very important to me
- I find confluence daily
- In a most positive manner
- In all ways – growth, support, etc.
- All are one; 7 laws of love
- More understanding of others
- Positive
- Let go, let God
- Positively.
- Totally.
- Has made a major difference in my life.
- You've shown me that I do have potential to do things for others.
- Improved my peace, joy & abundance
- I feel more peaceful, connected to God and my community
- In my work, with my co-workers, within my relationships
- Too much to list here – so many spiritual principles
- Continue to transform
- Accepting life changes with patience and understanding.
- Positively—in every way my life has improved.
- I have used “Diversity” as a daily commitment.
- I am more directed, have a greater communication with God
- Powerful force in my life
- Inspired me to get through a tough time in my life.
- Brought focus
- Very empowering.
- Given me love, support and encouragement.
- Coping with loss of best friend and cousin.
- Lightened guilt, reinforced positive thought, empowered.
- My life is [reverent] and full of love, friendship and abundance.
- Many ways. Hold God first everyday to make all things better in my life.
- Create more of a bond with God.
- Immeasurable.
- I'm so much more positive. Life can be good: I know that now.
- They have affected my life tremendously.
- Pretty dawg gone muchly!
- Opened up my heart to God.
- I know I can handle anything that happens.
- Made me more forgiving of myself and others and open to love and support of others.
- Greatly! I have also been very inspired by guest speakers and movies.
- Yes! In amazing ways.
- Greatly; extremely.
- Allow us to be on purpose in our lives, grounded in our love for each other.
- Helped me accept/understand my purpose to serve and help others.
- In every way—relationships, job, house—changed my life.
- They have focused me and helped me along my spiritual path.
- Helps keep me out of my box.
- TOTALLY turned my life around from the wretch that first came to the church on Northern Ave. in 1994.
- Keeps me conscious of my connection to God and others.
- Positively, though I am disappointed at our sense of lack over prosperity.
- I am spiritually fed and reminded who my Higher Power is. My heart is more open, my mind is quieter.
- I have learned to “let go and let God.”
- I am inspired by leaders who live the principles, and I in turn feel inspired to further embody the principles in my daily life.

- The spiritual principles have changed me in all areas.
- They have helped me to grow and become a more loving, caring person. To understand myself more.
- I think the principles are great but the rules of the church should be changed with the leaders.
- Greatly.
- Trust God.
- I am more positive and hopeful and aware of God in my life.
- They support my lifelong beliefs on every level! I always thought I was odd in the world—until Unity!
- Helps me to view things from a healthier perspective—making me happier!
- Major shift in thinking.
- Always great.
- Greatly.
- I have come to trust the god within me and let god guide my daily life.
- Yes.
- The teachings of Unity have significantly supported me at many levels on my spiritual path.

4. How important do you feel the future vision of Unity of Phoenix is?

Not very important			Very important	
1	2	3	4	5
5	0	7	36	249

Avg. answer: 4.76 96.0%

Comments:

- Not sure about this question.

5. Over the past year we have held many listening sessions regarding the financial well being of the church. Please circle the number below that indicates how aware you are of the church's current \$4.2 million land and building debt, the \$450,000 annual payments the church must make on that debt, and the impact it has on our church activities.

Not at all aware			Very aware	
1	2	3	4	5
12	26	63	64	134

Avg. answer: 3.94 66.2%

Comments:

- Wasn't aware until today.
- The church has been very forthright regarding its finances the last year.
- Not a clear question.
- Aware of debt, no good compassion on impact.
- Not because the message has not been vocalized—I have not taken in the message to add 10% to the prior month's contribution.

6. How urgently do you feel we need to act on the debt situation?

Not at all urgently			Very urgently	
1	2	3	4	5
3	5	32	105	150

Avg. answer: 4.34 86.4%

Comments:

- Take care of debt ASAP
- But don't let go of our positive abundant outlook.
- If interest rate is low...go slow; if high...fly!

7. **What is your trust level in the current Senior Minister and Board of Trustees to make the right decisions for the future of Unity?**

Low					High
1	2	3	4	5	
1	1	14	47	234	

Avg. answer: 4.72 94.6%

Comments:

- Yea!
- Do they believe in themselves?
- With input from the congregation.
- I am still weary from the previous minister.
- Minister -5; Board—3.
- Don't know board members.

8. **How much more information would you like before anyone is asked to make a special financial commitment “over and above” what they are currently tithing for the next three years?**

Not a lot					A lot
1	2	3	4	5	
44	26	88	68	60	

Avg. answer: 3.26 44.8%

What information would you like to have?

- Solid plan
- Disclosing financial information.
- Where will the additional \$ go? How much more \$ are you asking? Do we have a timeline on when we will see certain debts disappear. Will certain debts be paid off first and then on to another one?
- Whatever you have to share.
- More “insight” into what’s happening and fewer raw numbers.
- How to lower the debt.
- Goals for use of money. Something to focus on paying for—a building program, etc.
- Details on needs & plans/strategy for changing situation
- You already gave it to us. Why did you wait so long?
- How our church can develop our expression and commitment for the transformation for our world.
- How to help in the fund raising process
- What building will be first, second, etc. approx. costs, etc.
- The basics.
- What would the land sold bring to the church
- Priority for spending/using any additional funds.
- The financial vision “goal”—what we (congregants) need to do to ensure success.
- Keep apprised of how additional income will be spent.
- The long range plan including physical plant use and conversion.
- Use model of space now clear gap/issue statement plan for site and short term(long term) cost.
- What the money will be spent on.
- Specifics of loan, payoff, etc.
- I think I understand.
- How can I help
- Investments
- The plan of action and application.
- Any and all to understand the growth and potential.
- The average contribution compared to membership.
- More examples of expenses for operation of U. of P.
- What is planned. What is being done, effects on staff, church.
- Let us know ahead of time what will be done.
- Financial details on debt and when it is due; interest rate.
- Costs of future plans.

- How the monies will be handled and allocated.
- Updates.
- Breakdown of where payments are going. Order of priority.
- Where is the money going to; how much needed weekly
- Maraj and the Board are trustworthy.
- How else I can help.
- I have it.
- Plan to tackle debt.
- All of it.
- Value of land and potential for development to help debt situation.
- Let us know the specifics of the financial plan—what will it take.
- The plan for management of the financial situation over time; ie, when would financial expectation be stable
- Costs, planning; donations other than \$, ie – architectural services, building materials, etc
- Projection of growth, income, alternative financing
- What has changed to make this situation more pressing today than 2 or 3 years ago
- Business plan.
- Financial plan.
- Plan for decreasing debt—what we can do to help.
- Information about the plays.
- How much per person would it take to pay off the debt
- How monies are being spent
- Where the money is going; how to get there
- What would the suggested amount be?
- The full financial plan & commitment
- All building plans costs for each.
- What's the plan? What are the contingencies.
- Detailed plan for the future
- Why selling part of the land to pay down debt is not an option???
- Details on current loan payment schedule.
- Numbers, how fast can we pay off our debt.
- Balance sheet
- What you have.
- How this will help church and community.
- How/where it is spent
- A clear outline of what needs to be paid
- What is planned to curtail the expenses
- The basics
- As much as you can—I think it helps keep everyone focused.
- Continue to give out the detail you have been doing
- Breakdown – current outlays w/percentages
- How tight is it?
- How?
- Different ways to give—church bonds, etc.
- Richard did a wonderful job today. Thank you!
- Budget
- As much as you can.
- What we would need to tithe divided by family.
- I already give the most I can give. Could we still function without it? Isn't spirituality more important than material items?
- Current income/information on a plan of expectations per member to decrease debt/other sources of income.
- Keep us informed how it will be spent.
- The plan to eliminate the debt.
- Info again in writing using visuals of land use.
- I trust the board will furnish what is needed.

- I guess I want to know what our current level money of future commitment is.
- Not sure because we've all heard different sides of things and I think we've all made our own side of which to believe even though we should communicate as a church about it.
- A business plan.
- Details.
- The numbers have been made available to us, I think.
- Financial strategies.
- Full budget with line item explanation.
- Where tithes will be applied (break down of debt)
- Can we create fundraisers?
- What bank, what rate, what terms.
- More abundance workshops sharing spiritual principles.
- Financial breakdown of cost on what amount of many provided per week to pay debt off in X amount of years.
- Breakdown of expenses vs. income—probably this has already be distributed. Comparisons of different scenarios—how much interest will be paid with different options.
- What are we going to do with our excess land?
- Report monthly on where tithes are allocated. Also have a contact to answer financial questions.
- How much is needed per person for how long to retire debt.
- Would like more information in the newsletter or emails.
- How this will be allotted.
- The steps that will be taken to utilize funds as efficiently as possible.
- Discuss how the money is to be used and why it is needed in greater detail.
- More detail on the cost of chapel community center and overall debt.
- Details of how the finances are applied and what % above tithing is most effective.
- Ongoing reports on financial affairs.
- What is the dollar amount 1000 of the current 1600 members need to give to pay off the \$4.5 M in 10 years and operate the church.
- What is the process for repaying.
- What are our goals in terms of pay down.
- What the debts are.
- Re land—the area is now fully populated. Do you think more community (people) will expand when other Unity churches and other similar spiritual communities are also growing. I feel this Unity is a wonderful size now and we need to look after the immediate financial situation.
- Keep us current and decisions and reasons behind those decisions.
- Numbers; how quickly could this debt be paid off?
- Exactly what is “the” next step and cost?
- I'm sure it's going to be discussed—the various ways money can be raised.
- Distribution of giving by individual. Example: __To give \$5 or less /month; __To give \$10-\$20/month.
- One of my major disappointments has been the lack of abundance—the more I gave it was not returned in kind. The tithing principle just does not seem to apply in my giving, sadly.
- I know we have to pay off the debt first; I want to be involved in what we are going to build.
- How the church's finances will affect Unity's future.
- This is an awesome spiritual community.
- I would like to know the complete financial picture—All income and all expenses.
- Budget breakdown.
- How will money be spent.
- Something published in bulletin or email.
- Exactly what the plan is, i.e., what are the goals regarding amounts and time.
- None.
- I've removed myself form the congregation but have many fundraising ideas to help
- Are our tithes to other ministries 10% of what we take in?
- Continued current financial info. How the special financial comm. would be used.
- What is needed (\$), a graph on current funds raised, what Unity will do with funds that are “free up” from the debt payments.
- The plan and timeline for how the funds will be raised and how the debt will be paid off.

- I do not understand the question in number 10. To whom is the church going to tithe a portion of the Fundraising Campaign? Is this the capital fund that you are speaking of? If it is the answer is definitely no. If it is the weekly tithing then yes.
- I'm happy to increase my tithing to reduce the debt. But I'd have a problem modifying my personal budget to increase my tithe, and then have the church obtain a new building loan, once the existing load is paid in full. I'd need to know what the Board's plans are once the debt is paid off. Is the plan to obtain a new loan or instead begin saving for a new building?
- I am concerned that it appears a lot of members are not tithing, and do wonder how we can inspire them to do so.
- Budget disclosure, at the line item level. Where is the money going?
- Aren't getting in goals for future with costs projections. Are tithe per member/attendees, contact those not contributing.
- How we can designate own contribution to and anything else.
- Future plans for Unity of Phoenix.
- What type of fundraising campaigns there will be.
- What land sales can help situation, what is needed from us beyond that
- What will money be used for? How can we reduce the debt so we can move forth?
- All that is available.
- What's in the hearts of board members.
- Percentage increase per number of members.
- What ever information is available—should be easy to understand for everyone.
- Why the urgency when churches are tax exempt?
- A plan that shows exactly how the money is used/distributed.
- What the plan is.
- How the raised money will reduce our debt and when.
- Forecasts and proformas on results, tithe/pp will be used and estimated timeline.
- How and who brought about the above debt? Financial healing.
- Know it.
- Why is 2.3M due April '07? Are we looking at refinancing?
- Why not sell frontage on Greenway.
- I trust our ministers and board to make the right decision in regards to Unity.
- I trust you. I give as much as I can afford. I wish it could be more!
- Could the illusion of loss/lack be prayer-treated? Adjusted to let God?
- To hear how we got to this level of debt and what we are now doing differently.
- What percentage would be required?
- Schedule of payment plans.
- Proposed debt service and growth plans.
- Specifics of plan.
- Specific plans for payment.
- The plan for paying down our debt.
- Plan of action mapping out our church fund raising drive.
- I'm not sure. I would like to sit in on a board meeting to learn more.
- Specific goals and specific steps to be taken; also what is the financial "expectation."
- Daily operation expenses—ways to save money, ways to raise money.
- Structure of debt—when it is due.
- I hope we will be shown how fast we are decreasing the debt to help us continue our commitment.

9. How important is it to you that we pay down our debt before we begin any new construction?

Not very important		Very important		
1	2	3	4	5
4	6	37	65	184

Avg. answer: 4.42 84.1%

Comments

- Could you refinance?
- That is not for me to say.

- Don't know the finances of the church – can't make an intelligent assessment
- If we are always afraid of our debt, how can you get anywhere. Debt is sometimes necessary. Just keep paying and set away some reserve for growth as well.
- Absolutely without question.
- I believe in financial responsibility.
- I do not personally believe in incurring unnecessary debt.
- Is it so important to our present facilities to need further building growth?
- Yes! Make significant debt reduction before summing an additional debt.

10. Do you think the church should tithe a portion of our Fundraising Campaign contributions?

Yes	150	57.7%
No	110	42.3%

Comments

- We need change!
- To any interfaith movement.
- This would continue a pattern of questionable tithing.
- We must always follow the Word.
- Unsure.
- Charity begins at home. I almost believe we tithe too much as is.
- Tithing is central to our being.
- All of it should go to debt.
- Above and beyond what we already do?
- To the youth both her and community.
- This is not income!!
- All funds raised for debt and building is for that purpose.
- Not for this.
- No, because it's for a purpose.
- If we can't help those who join our community, who can we help?
- Ridiculous—we give back to self.
- Maybe.
- Not sure.
- If this is above and beyond our norm and for this specific purpose then no.
- I do and I don't. I feel paying off our debt should be our first priority, but this goes against Unity principle of tithing.
- Don't know what this means.
- I'm torn...I understand the principle of tithing...yet I don't believe incoming money that is dedicated to a specific purpose should be diverted from the donor's intent and directed to another intent. I believe in principle tithing carries a great energy. I personally feel that when money is given towards a purpose it should remain in that purpose, so while I believe collections are apart of tithing, the building fund is a dedicated purpose! If the majority of congregants believe a portion should be tithed I wonder if you would consider accepting donations that would not get tithed? Just another option!
- Less than we do now!

11. Would you be interested in attending a dinner with Minister Richard Maraj to discuss the Unity Vision and our church's Fundraising Campaign plans?

Yes	185	64.7%
No	101	35.3%

Comments

- I want to hear from Richard Maraj. I do not feel the expense of a dinner to do so is necessary.
- Depends on price.
- What exactly is it?
- I pay for me—yes; You pay—no.
- Childcare available?

- Unnecessary expense.
- Not my area of expertise.

12. What theme(s) would you like us to focus on in the campaign?

A	Building Community	159	34.7%
B	Applying spiritual prosperity principles	189	41.3%
C	Growing Unity of Phoenix	110	24.0%

Comments:

- Most important—B.
- Aren't these [A&B] the same? Prosperity comes through applying spiritual principles.
- All great.
- B&C—For purpose of more income.
- Interconnected.
- [c] It's big enough!
- D—Serving the greater community
- All three.
- D—Breaking new ground in Unity.
- Why "growth?" How will the new construction help Unity grow?
- This will be the result of embodying the 1st and 2nd.

13. The principle of tithing is a cornerstone of prosperity philosophy. How well do you feel that Unity of Phoenix helps people understand this concept?

Not very well				Very well
1	2	3	4	5
7	25	100	100	66

Avg. answer: 3.65 55.7%

How could we better improve people's understanding of this concept?

- More education, classes, discussions of prosperity principles
- The universe doesn't know the difference – you can have all you can conceive – all the Father has is ours
- Preach about it.
- Got me.
- More talks about the benefits of tithing.
- No idea.
- Not sure.
- Just more information and don't really know.
- Talk about it.
- Understanding is not a problem, seeing results in our life is.
- Indirectly—approach it from a different direction than blatantly asking.
- Explain the many ways you can tithe.
- Demonstrate prosperity. Think large in place of small.
- Offer the 4Ts class often.
- A one night class on tithing.
- I think it is best demonstrated in example...it is done well at Unity.
- Have a tithing fair. All day event. Movies, speakers, positive motivation.
- Your communication is quite clear.
- Hold classes.
- Necessary conversation—hard to get across.
- Is the tithe 10% of gross or net salary? It should be the gross amount
- The 4 Ts program run twice a year.
- More written info in email or classes.
- Mention more in bulletins and services.

- I think the info is there. It is up to the individual.
- Hold prosperity classes—new ones, not just 4Ts.
- Small group discussion meetings.
- Examples of successful tithing churches.
- Teaching us to accept things as they are and learning to have courage through prayer.
- More Sunday sermons on tithing themes.
- More talks—classes on the subject. Demonstrations of how U. of P does it.
- I am concerned about church's tithe—Ex to Catherine Ponder and Houston Unity.
- Do it in an uplifting way so there is an individual decision and not pressured to give.
- Communication outside of church services—I get lost when finances are the focus of a service.
- Tie a rope on them—put them in a class?
- To continue teaching through sermons as well as classes.
- Can you justify the concept of tithing using examples.
- I think people understand the concept, but it's not expected from the congregation.
- Keep informing them—never give up hope that they will understand.
- Start segment/classes.
- Readings before contributions.
- Does very well in classes. Include in sermons.
- I feel that this concept can be explained in a more gentle manner. Sometimes I feel I am being pushed rather than guided. I really appreciate an explanation of increasing my tithe to just beyond my comfort level again and again to reach the 10% rather than feeling guilty because the increase to 10% is something I am slowly working towards.
- Explain more—why is it important?
- Try as hard as Unity has (and other churches) it's a principle that hasn't worked for me. You've tried—I just haven't seen the principle work in my particular life.
- Don't agree with principles. I believe in supporting the church consistently in relationship to amount I am fed spiritually.
- Workshops, guest speakers, teaching the youth.
- In the same way it was done today. Need that more often.
- Integrating one point each week in church.
- 4-T class is great! Church of the money-back guarantee.
- Teach more about the principles.
- Statement in giving—one sentence is prayer each month.
- Stress the importance—how it helps the community.
- You do good; I'm the one – I believe in giving a lot at home
- Examples of how many people raising tithing by how many dollars each could help by #s of members.
- Talk more about it during the worship services?
- To rebuild the/a session and the tithing concept to people.
- I am not sure
- 4 Ts classes.
- Be example
- Talk about it more during services.
- Examples of how this church grew to 2,000 from 200.
- More communication, that's key importance. Also having more interaction between church and church attendance.
- Lesson needs to be shared no only in classes, but with all
- Talk more about it on Sundays.
- Actual numbers. People have a hard time comprehending concepts, but everyone can discern numbers.
- Practice what we preach.
- Testimonials/fruitage of what tithing has done for us.
- Most people think it is just about the money—How I enrich lives is not understood as well.
- Talk about it in a non-pressuring way
- Hold more educational sessions.
- Amount of tithing that is appropriate.
- Helpful to remind us, as an ongoing thread in the talks – it's one example of living spiritual principles
- I don't know

- Walking them thru the fund raising with the spiritual concept of abundance – not necessarily prosperity
- Remind always; more data & review
- Start w/small things and then enlarge & watch it grow
- Encourage attendance at meetings; issue newsletters w/info
- More information – offer 4T's more than once a year; discuss principles more often; perhaps communicate stories from congregants on the way it has impacted them
- Use Biblical references; stories of change of tithers
- Reading a book; people's testimonials as to what happened to them that use the principles
- Hold a class or meeting on the meaning of the principle of tithing
- Up front w/total budget and stress moral obligation to contribute according to personal income
- Class
- Classes and offerings
- Use specific spiritual references.
- Speak of it at least quarterly
- I don't know enough—Sorry. Hold lectures at different community centers.
- Classes—commitment.
- Make it a part of the talks—Give examples, use Catherine Ponder.
- Keep dispensing the financial detail you have been; keep us informed
- More information.
- Encourage by inspiring and positive goals to meet objectives of Unity church. NOT guilt people into giving.
- More talks
- I am volunteering 10 hours of service.
- Talking about the principles and living the principles.
- If it is important those members who participate in tithing.
- Bring into basics. We support totally the ministry team of this church. People fear tithing and you can't take 4 Ts without committing to tithing. How about a "4 T's Lite" workshop a series of workshops to educate better how tithing is a spiritual principle. As a matter of fact—how about Spiritual Principles regular quarterly workshops? Just to let you know I am willing increase our contributions for a fundraiser over 3-5 years.
- Explain principles—Dynamic laws of prosperity is a good starting point.
- More sermons on the subject.
- By example.
- Make sure people who are struggling financially still feel welcome—if they feel ashamed they will stop coming.
- Give me more historical data—why 10%, when, what for—what I react to is the 10% tithing. Historically it seems to support the leader.
- Teach it on Sundays.
- Encourage reading books that promote that and just the simple mention of it with reference to scripture. Rev. R. did a great job of this today.
- I'm not sure I have taken prosperity classes and spoke of tithing when I joined the church but I don't think people really get it.
- Promote books that teach tithing. Personal testimonies. Teach seed money!
- Personal testimonies. Have Edwene Gaines speak.
- Mention how tithing of church income has impacted church prosperity in the past.
- Give meetings or a small talk at the service.
- Sharing more emphasis on the Biblical tithing stories. Featuring a snapshot of a tithe recipient in the newsletter (a story of how the tithe was put to use).
- Show that tithing builds a sense of belonging to this community—unifying.
- Show a graph of each member's contribution needed to fund the ongoing operations and payoff the debt over the next 10 years.
- Keep reiterating that we are a tithing church and the principle behind tithing.
- Continue to tell where the money is going.
- Have a sermon on the subject more often.
- 4T classes.
- Bringing in outside speakers on this subject, i.e. Edwene Gaines so Rev. Maraj isn't hounding all the time.

- Bring in outside speakers.
- Somehow help them realize that they get back so much more than they give.
- By example.
- Maybe focus on a certain organization each month (Unity helps) in “upward venture.”
- Provide a sliding scale so people who give nothing have a place to begin.
- Tithe is more than 10% of income to church.
- Keep the focus on building a consciousness of faith and freedom that results in financial freedom.
- Some people need to “see results” before they trust. Right now I think people “hear” but do not “see.”
- Tithing is good but doing is better like fundraising. Do they get a tax credit by donating before January.
- Don’t know.
- Continue to demonstrate this principle in action.
- I think a general discussion concerning the sharing of the basic principles of Unity and our agreement that these principles create a very specific change in our lives is very important for all people to hear again and again. The idea that others can maintain their connections to already existing belief structures and still incorporate the concept that they already possess the spirit of God within them is vital to their spiritual connections to all beings.
- Good question. Rev. Richard has such a talent of presenting things in a way of not being offensive or bossy, but still getting his point across. I believe he can present the concept of tithing to the church in persuasive and understandable way, and at the same time explain the urgency of the matter.
- Perhaps Rev. Richard could spend a Sunday speaking about it or maybe try the “4Ts” lessons again; or have members of the congregation talk about what tithing means to them and how it has served them.
- Have members share their stories of how the 4T has changed their lives, or prosperity prayers were answered. Sometimes if we hear how it has worked for all of us, we can see it better.
- I like the version mentioned in this month’s newsletter—that tithing doesn’t have to be 10 percent of your gross income, it can be whatever is right for you as long as you commit to it and it comes first.
- A new understand I read in conversation with God—New Revelations, Tomorrow’s God and What God Wants.
- Tithing is an individual commitment that must come from within.
- Let tithers talk to others—may be upward venture “How tithing has affected my life.”
- Very carefully—It seems the congregation numbers are down. So I believe you can only raise more money through more congregants—not scare some away.
- More classes. Walking the talk by the church.
- Explain in detail what that means. Where is it in the Bible?
- Continue to offer 4T classes.
- Gain trust.
- Share where our current tithes go and what they are used for.
- Only through practice. I always liked the “church of the money back guarantee.”
- Keep reinforcing the Law of Reciprocity.
- Continue to acknowledge others contributions of talents and energy.
- No money! No church!
- Teach tithing. Teach by example. Promote books that deal with tithing.
- More classes, sermons, testimonials on the subject.
- Somehow, and I don’t know how, let the members know that we can’t make it on \$22 +/- as the average yearly tithe.
- Preach “tithing” as “spiritual nourishment”—a way of living.
- Give (write in bulletin and say during each service) members what it will take per member, based on estimated income levels to pay the debt for facilities we all use.
- Maybe have something small in writing and in the bulletin where we can pick it up.
- Education.
- Explain it periodically as new members join the church.
- Column in Upward Venture with prosperity stories of congregation showing it works.
- By telling them what the Bible says about tithing and what their rewards will be!
- The amount of different info coming from letters, meeting and vocal discussion.
- A model program that can be used daily that has checking and updates as well as lessons to do to become more conscious and knowledgeable and grow prosperous in their lives!

- Personal stories/testimonies examples of the principles at work improving our overall expression of tithing principles in the Bible.
- Ask for written and oral testimonials (4Ts, Keys to Kingdom) from congregants to share results in their lives quarterly.
- Have an “ongoing” Keys to the Kingdom class. This was a big eye opener for me—very transformative.
- Occasionally reinforce the idea. (various approaches) Specific needs of church?
- Edwina Gaines. Success stories.
- I don’t know.
- Classes like the one that Rev. Alice just taught and the one coming up in January are magnificent. When you put this information to the members, let it truly be a demonstration of these principles directly applied to reduction of debt and creating resources for future development.
- Continue to communicate the average gift of the congregation vs. the average income.
- I think in many people’s minds tithing means giving 10% of their income while I believe that it really means giving an amount that is appropriate for each individual’s situation but enough that it teaches faith in abundance. For people on a fixed income 10% may be too much. For some members of the congregation it may not be enough.
- Give more personal examples, maybe from different congregants. We hear only from the ministers—more personal stories about how tithing has benefited people—maybe articles from congregants in the Venture.

14. Would you be willing to serve as a volunteer on one of the campaign teams over a four-month period?

See final page for full list of volunteers.

Comments:

- Don’t know at this time.
- I’ll try my best to help. Time can be a problem.
- I work out of state—unable to volunteer at this time.
- I will be volunteering but not for campaign team.

15. Comments and Suggestions

- Selling the land on Greenway seems a very viable possibility to create more abundance for our church
- Let’s have a church directory of members.
- I love this place!
- Have a desire to help create a Unity Arts and Crafters Guild to build community, help people find expression and do an Arts and Crafts Bazaar for the holidays. A win/win—people get some money/Unity gets a portion, too.
- Thank you for asking for our input
- I would recommend fun fund raising activities – this would raise money as well as build community. I know other churches & temples do this very effectively.
- I trust Richard’s vision! I will start tithing to Unity.
- This is an opportunity to do great things.
- Please let a new sanctuary at least be a possibility.
- Please get a message out to the congregation & stop signs of affection among gay people. I am offended by it.
- Thank you for all your work in this quest for our financial future!
- Plan a concert featuring our musical artists that have participated to our services
- I’m a busy mother of two w/a full time job – what I can do from home is the best – I’m also bilingual – English/Spanish
- You are doing a great job.
- God bless!
- Take choir out into community to raise funds.
- Is this land necessary? Could we sell it? I fear that this large debt could bankrupt the church. It took me a long time to find this church. I don’t want to go looking for another one. This church is in a high-income neighborhood. Many people come from other incomes. Just remember that those people who have a lower income find it difficult to tithe 10% to the church. It will be hard for them to give more to the church.

- I work full time; can help on weekends and/or 1 evening a week.
- Either would be of interest to me.
- Ask congregation to create visualization boards to hang around the church to inspire and motivate—plus create a sense of community.
- I am so grateful to have found Unity—would love to connect more with other congregants though.
- Thank you for allowing ME to serve.
- This church has made a huge difference in my life—thank you for being my spiritual home.
- Ask all of congregation to donate a visual interpretation of peace/love/community (children as well) and decorate church walls with this. Would be amazing inspiration!
- Due to commitments at home, my activities would have to be limited to things I could do largely at home and only 1-2 hours/week.
- My time is already committed but my heart, prayers and tithes are with you.
- I believe Unity of Phoenix needs to move forward in a balanced way. I hear much more about financial challenges than any other call. Focus also on community, outreach, and offering more ways to build church unity/community. When I feel accepted I will do more.
- Make this firm, positive and focused. Keep us up to date. I love this ministry and I support our ministers 100%. Love and blessings. Recruiting new members is helpful but should not be the focus. Current members buy-in and commitment is where it's at. Focus on spiritual principles—not lack but stay honest. Communication is the key.
- Do we really need all this land. By selling part of it would lighten the financial load.
- I have decided today to tithe 10% of my income and I have never done that because of fear—single mom, etc. I am committed. I am grateful for this church and Rev. Richard.
- Making everyone feel that they are invited to be a part of the envisioning process creates powerful possibilities.
- I believe we should have a sanctuary with better acoustics (churchlike) and use the existing building for meetings and other functions.
- Improve the acoustics if possible—“tone down the drummer.”
- Good luck.
- We support you and this campaign!
- I will be happy to volunteer, but I have a busy schedule. So if you are flexible, I will be happy to help.
- I very much appreciate the change in direction and the change of heart—great job!
- I think we should have a committee to come up with fundraising ideas. I'd be willing to be part of this.
- I love this church! I've been attending it since I was born and that was 16 years ago. We've had so many changes here in the past year, some that have been hard to get used to, but I'm trying to stay open to the new changes. Change is good, but I hope we don't let go of Unity completely and just continue to look to a bright future! Thanks!
- Volunteer program needs improvement to create connection for individual congregant.
- Thank you for letting the congregation sing more!
- Music is always great.
- Over the last 5 years (not counting 2006) I had contributed more money to Unity than any other church in my previous 50 years. I've only seen one 2% raise in the last 5 years. So things are very tight for me financially also.
- I definitely want to be involved. I would love to be part of the planning and organizing the four-month period.
- Don't start without me, please.
- Land on Gr. Way is best for development for condos/apts, etc.
- I love this church, the staff and every person who walks on this campus. Thank you so much!
- We are renewed—Does staff have a new framework—new frame? Also Board? Newness requires reframing, rewiring.
- I believe we must come up with a stronger emphasis on new members of U. of P. Fill this FLC Building.
- We need a grievance procedure to help resolve “misunderstandings” in business matters between members.
- I think it is time for a pledge drive, organized and spiritual.
- I feel we are given great assets that are not being boldly managed and this weak approach is bringing weak results.
- I am new to U. of P. and intend to become a member when I move here in Jan. This church is exceptional!
- More Biblical messages I the weekly bulletin.

- Thank you for giving us this opportunity to help Unity thrive!
- Yes!
- Great presentation, Rev. Maraj. God bless.
- Thank you for being you!
- Stress “congregants”—not members. Convey to all congregants exactly where we are financially, how and why we got there, what eh plans are realistically for the future.
- Set a goal of building the new sanctuary—downsized to 1000-1200 seats. This requires vision and faith.
- I would like to know the exact time commitment before joining one of the teams above. (I can only join one.) Thanks!
- Before we take on anything new we need to get our house in order which would include maintenance of the campus and being financially free as a Unity family.
- For several years we have had a 40 days to Grateful living. The booklet of Gratitudes up to Thanksgiving. Every year I handed them to others. Several of them were asking me about the booklet. We do it at Easter also. I miss the booklet too. Why didn’t we do it?
- Having local speakers like the Garden Guy, music events from Channel 3, rummage sales, book sales of donations, Inviting Oprah Winfrey to the church would raise a lot of money, even Elton John, Bob Dylan. Bake sales, advertising Unity events in the paper and the event section of the Republic Gazette.
- Thank you for asking!
- Thank you for asking for this input.
- My life has become centered around my heart and soul since I have been coming to Unity for community and connection.
- I enjoy Rev. Alice and happy she is part of Unity of Phx. I just don’t agree with approach and beliefs regarding tithing. It brings back bad memories of the Catholic Church. A better approach is to explain the situation, include me in the process (i.e.: the family meetings, this survey, etc.), ask for help, and trust me. Bossiness and telling me how to tithe my money will not, in any way, shape or form, cause me to increase my tithe to Unity.
- I remember RR talking about buying the land next to the church. I thought we did, but I see apts being built. I have been unable to attend the church meetings to see whatever happened to the purchase of that land. Perhaps if there is “extra” land we could sell off, it would help reduce this debt...? We are just the right size, we don’t need to grow any more. People come and go at churches and we have a strong community. Even if new people come and stay, we don’t NEED so much land...The parking is sufficient and that corner lot to the SE of Unity could be a good way to use our equity to pay down some of the debt (that perhaps was brought by going on TV? Just a guess. That cost an arm and a leg.
- I checked I would work with the Thank You team; I do not know what the four month period would be. I will be gone for about two weeks over Christmas, other than that my time is free. I have physical limitations on standing and lot of walking, but am great at computer work and writing! :-) Well, talking, too!!
- I think the interaction in the congregation by the greeting and repeating thoughts out loud together helps us feel connected. We need more congregation connection/activity during service.
- No where on this survey does it ask if I am a member. Wouldn’t these results be different with people who are committed vs. people who attend.
- Feels like Unity is back on track!
- I feel a real disconnect with the church. I know it is my fault but not sure how to reconnect.
- Please don’t keep asking for money in the services. There are a lot of people who come here who are not typical Paradise Valley and already tithe and continue to give more.
- Improve music—make it more spiritual and meditative and inspiring.
- I’m not a member yet, does that matter. I’d love to volunteer.
- Love the “new vision.”
- Actually, I’ve very much appreciated not hearing about finances at services. What a relief after the Catholic Church. I give more than ever I did at the Catholic Church.
- My focus is still on campus beautification. I have lots of ideas. Love and blessings.
- Our vision to “transform the world” is completely unrealistic. Our “vision” should be the spiritual development of the members. Everything else is secondary to that.
- The fact that we live 45-50 minutes (one way) from the church is an excuse I often use—for my lack of participation in classes. I need to rethink that—I know.

- Let the Law of Adjustment construct a sanctuary of soul in the front and rent it to a New Thought church of meditation/healing/reverence.
- Ask the board to consider educational presentations for which part of the cost goes back to Unity.
- I would be willing to serve after 7pm if here or by phone or with home projects. Please feel free to explore with me. My husband was a capital campaign consultant so I may be able to borrow his experience/ ideas.
- Start gratitude circle groups again.
- Use new land as healing arts flea market ongoing to raise funds. Christmas arts fair would provide place for many to exercise their abilities and talents making these available to the public ongoing in one location. Portion to be donated to building fund; without spending anymore money to raise money for the land—make it pay for itself.
- God bless!
- I am in service for God and will say yes to this project wherever I am best utilized. Thank you, God, and thank you, Unity of Phoenix, for such great ways to serve.
- I live in Surprise, AZ and could type, write or go on line to do tasks for the church. I would love to help in any long-distance efforts, such as writing blurbs for publicity or typing transcripts. I put myself through college as a secretary and retired after 25 years as a high school English teacher, so if there's anything along those lines—call me. (I also did the school newspaper and was cheerleader coach of years)—so I can help on a newsletter or help coach teens (via internet?). Whatever I can do, let me know.
- My willingness to volunteer would be completely determined by the approach being taken. Right now it appears that we've opted to go with the traditional consciousness surrounding church development. If that is the case, I would not be willing to volunteer. If we choose to look at this from a broader spiritual perspective I would be willing to reconsider my level of involvement.
- I have a random and inflexible schedule, but am willing to help.
- Only spend what we have.
- The last family meeting left the participants confused and with more questions than answers. One or more family meetings are needed soon to try and clear up this confusion.