



January 8, 2012

We wish to extend our thanks to all for the cooperation, support and gracious hospitality extended to our consultant throughout the feasibility study process recently completed.

A special word of thanks goes out to all those who worked on the case statement, and to the group who coordinated the personal interviews, greeting interviewees, and the mailing of the questionnaires.

During the implementation process, we found friendly, concerned, and open communication regarding the proposed campaign and project plans. A total of 100 units participated in the survey; 20 interviews were conducted, 61 responded to the mail questionnaires, and 19 responded to the online survey. This represents a total response rate of 41% among the members of the church community that were contacted.

This study is our distillation of the information, opinions, and ideas gathered through the survey. It represents our combined evaluation and appraisal of major factors related to the proposed campaign.

Now important decisions must be made to continue the momentum essential to the success of a campaign. The Episcopal Church Foundation welcomes the opportunity to provide further assistance.

## **Feasibility Study Table of Contents**

Letter of Introduction and Appreciation.....	1
Table of Contents.....	2
Executive Summary.....	3
Section One: Conclusions, Recommendations and Methodology.....	4
I. Introduction .....	5
II. Conclusions .....	5
III. Recommendations.....	10
IV. Methodology .....	12
Section Two: Composite Analysis and Summary of Personal and Direct Mail / Online Responses .....	15
Section Three: Responses and Comments.....	25
Section Four: Appendix I: Tentative Case Statement.....	63
I. Tentative Case Statement	

## **Executive Summary**

The parishioners of Saint Andrew's Episcopal Church, Norfolk, VA, were surveyed through a Feasibility Study conducted by the Episcopal Church Foundation (ECF) in mid- November, 2011. The purpose of the study was to determine the willingness of the parish to support a proposed capital campaign to raise up to \$800,000 for a combination of new windows and a new HVAC system; upgrades and minor renovations to White Hall, the Auditorium, the kitchen, restrooms, playground and organ; and possible construction of an elevator and columbarium.

All members of the parish were invited to participate in the Feasibility Study, and forty-one percent responded to the survey either via personal interviews led by the ECF consultant, electronic survey, or direct mailing.

Responses indicate a very high level of support (97%) among the respondents for conducting a capital campaign, although some expressed reservations either about the timing of the campaign or the need for some of the projects. ECF recommends that St. Andrew's move forward with a capital campaign for an adjusted goal that would fund most of the major proposed projects in cash and pledges.

Study results indicated that 82% of respondents would contribute to a campaign at this time. By using the ranges of estimated gifts they indicated and applying a formula which takes into account as yet unidentified gifts, as well as other relevant factors noted in the responses, ECF recommends that St Andrew's conduct a capital campaign to raise a primary goal of \$690,000.

An additional challenge goal may be considered, making it possible to increase the number of projects that could be funded by the campaign once the primary goal is achieved.

Based upon the comments and priorities expressed in the Study, a new HVAC system and exterior windows received the most support, followed closely by renovating restrooms to make them accessible, upgrades in White Hall, the Auditorium and Hallway, and kitchen upgrades. Leadership will now need to make decisions about which projects to move forward with, and their scope.

All of the comments provided by respondents are included in their entirety in the following report. These unattributed comments should be read thoroughly in order to obtain a complete understanding of all views expressed in the Study. This will prove very helpful to the leadership and members of the congregation as decisions are made about moving the campaign forward.

Section One of this report provides background on ECF's Feasibility Study methodology and offers more detailed conclusions and recommendations flowing from the results of the Feasibility Study.

*Section One:*

**Conclusions, Recommendations and Methodology**

## I. Introduction

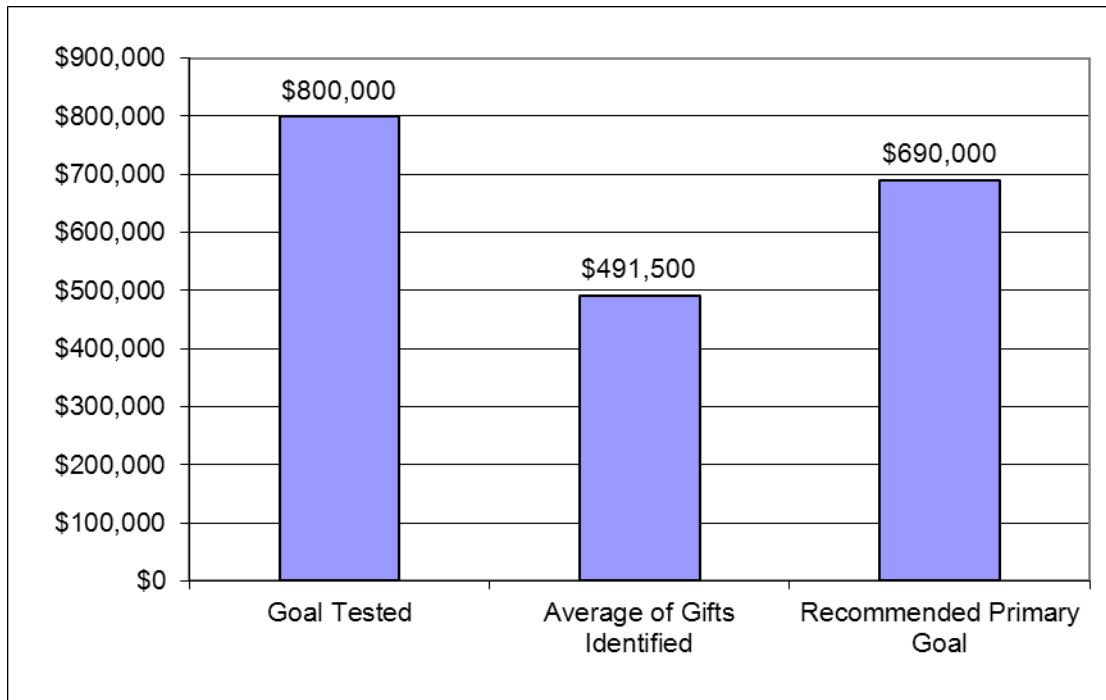
For some time the leadership of St. Andrew's Episcopal Church, Norfolk, Virginia, has been evaluating the parish's programs, facilities, and resources, and assessing the capital needs of the church. After much study and the involvement of many people, the Vestry authorized the Episcopal Church Foundation to conduct a feasibility study to explore the willingness of the congregation to support financially these identified needs.

The facts, findings, and recommendations of the resulting survey, now completed, provide a sound basis for leadership decisions with regard to the future of a fund drive. A complete description of the goals of the proposed plans may be found in the tentative case statement in the Appendix.

## II. Conclusions

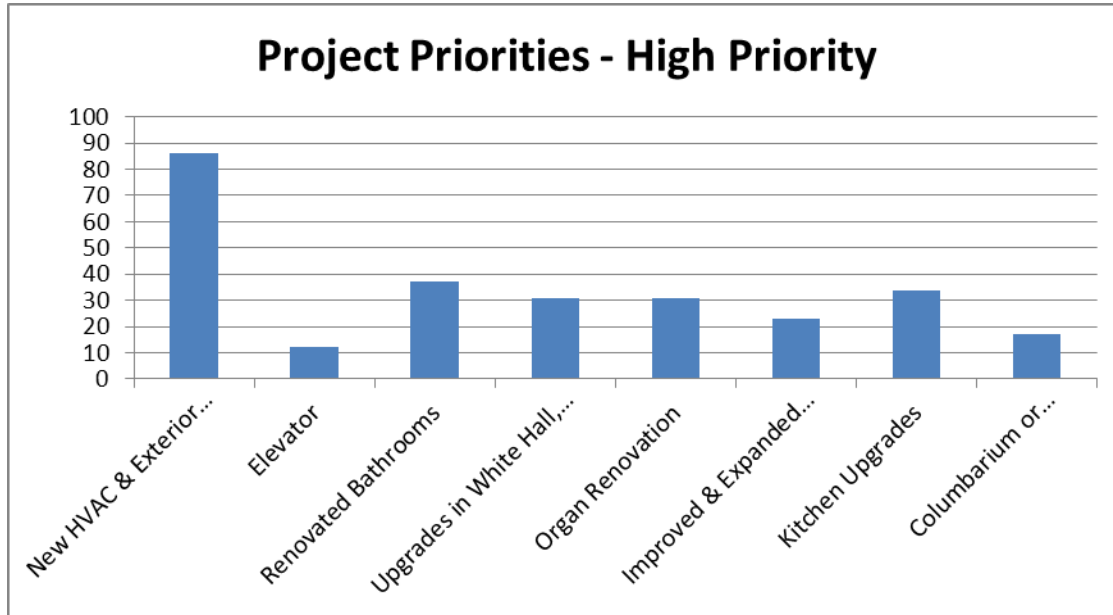
### Gift Potential

Experience tells us we can take the average between the low estimate (\$325,000) and the high estimate (\$658,000) of the pre-campaign projections revealed in the Study and multiply by a factor of 1.4 when certain percentages and comments (such as revealed in this study) are attained. Thus the average, \$491,500, when multiplied by this factor (1.4) reveals a suggested goal of \$690,000. This recommendation is made factoring in the reality that additional gifts, not yet identified, will be forthcoming; hence the multiple of 1.4.



## Awareness of Need

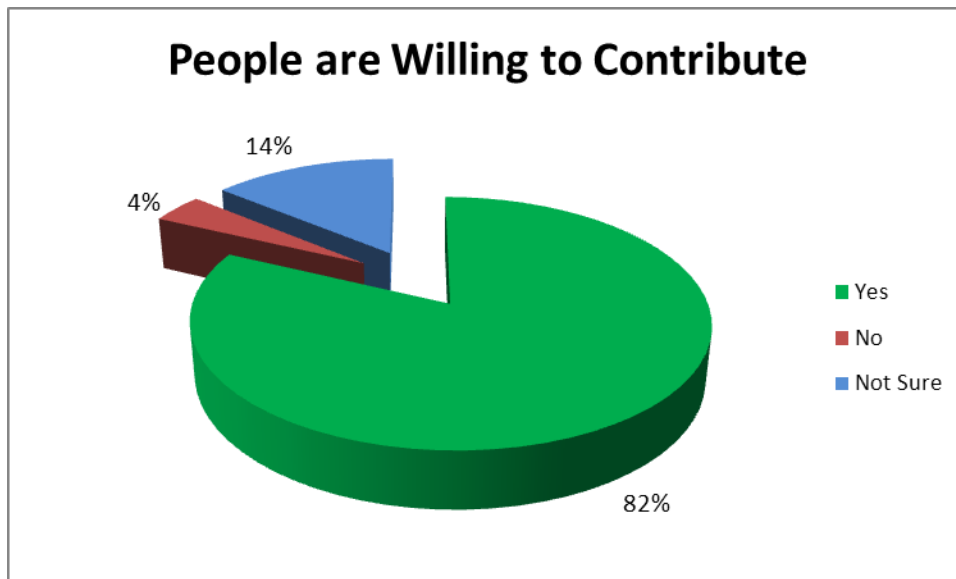
A majority of respondents (94%) were aware that St. Andrew's is considering a possible campaign, and 91% were also aware of some or all of the proposed plans. Of course, not all the items received the same degree of support. Present awareness of need is a positive; however, each project should be studied and prioritized with consideration given to the degree of support and the resources available.



## Interest in and Support for a Capital Drive

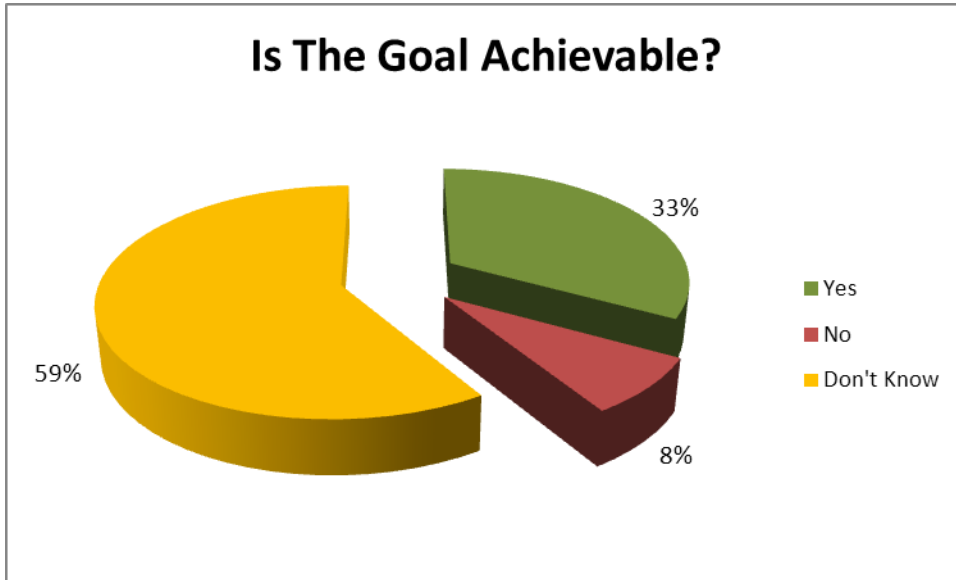
There is significant indication of support for the proposed campaign, but also signs that suggest some degree of caution. Positive signs from respondents include:

1. Ninety-seven percent are in favor of the campaign, although some with reservations.
2. Only 5% are opposed to the proposed campaign timing.
3. Eighty-two percent of respondents would give to the campaign.
4. Thirty-four percent are willing at this early stage to consider a volunteer position.

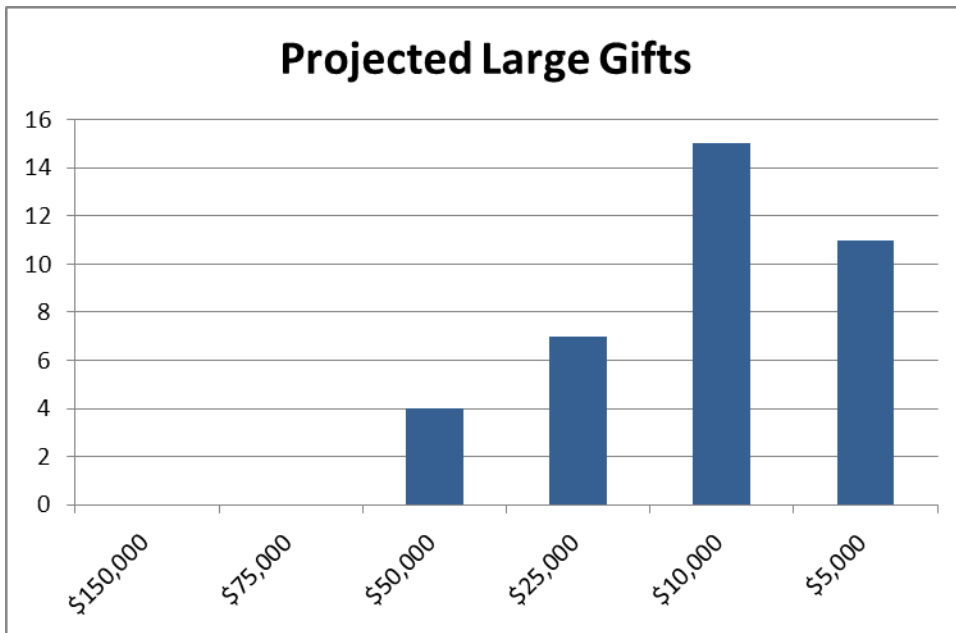


## Concerns

1. Approximately 33% of respondents feel the goal is reachable. Eight percent feel it is too high. The remaining 59% had no opinion on whether this goal can be achieved. This is an indication that the proposed goal is too high.



2. No major gifts were identified, and too few larger gifts were reported at this early date to allow a goal of \$800,000 to be fully embraced.



## Influential Leadership

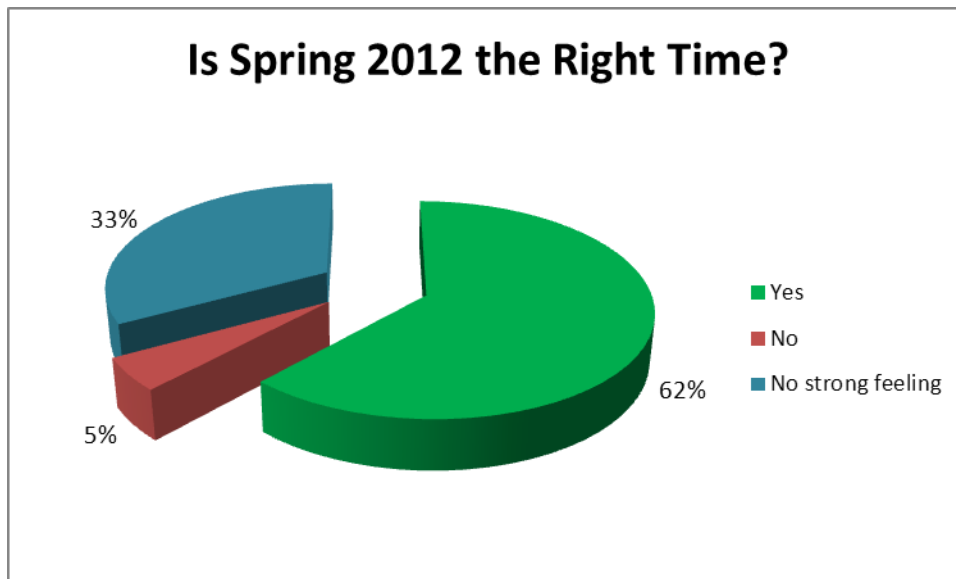
Strong leadership—both financial and volunteer—is absolutely essential for the success of any campaign. A leadership core is presently in place. It is the challenge of this leadership group to expand involvement within the parish, including other individuals who may have significant giving potential. With involvement comes commitment.

## Planned Giving

A number of people requested planned giving information, and eight indicated the church was already in their estate plans. This is encouraging and suggests that such future gifts could be used to help build endowment or retire indebtedness.

## Campaign Timing

The respondents endorsed the proposed campaign timing. Of course, decisions on the priorities of projects must be made. It is imperative to revisit the proposed plans and make appropriate changes in the size of the effort, the proposed goal, and other sources of funding.



### III. Recommendations

#### Recommendation #1

The information revealed in this Study suggests that a capital campaign for a Primary Goal of \$690,000 is realistic and appropriate. This presupposes that an assertive campaign involving the entire constituency would be launched, and that the type of methodology used by the Episcopal Church Foundation would be followed.

Recognizing that immediate needs are greater than what is revealed in the Study, leadership may wish to consider \$690,000 as the “primary” goal and establish a larger “challenge” goal, which would encourage the congregation to stretch to longer pledges—five years rather than three years, for example.

If the “challenge” was not reached, the congregation would still experience success by achieving the “primary” objective, but hopes would be high that the challenge, at least in part, could be accomplished.

#### Recommendation #2

Planned giving activities should be pursued during the campaign in an effort to encourage major gifts to underwrite the future of the church. Such gifts, often deferred and received in future years, are helpful in reducing mortgages or indebtedness. The Episcopal Church Foundation is responding to individual requests for information on planned giving.

#### Recommendation #3

Review the Tentative Case Statement and make final decisions based on the financial feasibility revealed in the Study. Consider also the prioritization suggested by respondents.

#### Recommendation #4

Share as soon as possible the revised plans with the congregation and seek increased consensus. Increase significantly all publicity concerning this project.

#### Recommendation #5

Once the leadership has had an opportunity to review the Study recommendations and revise the proposed plan, a timetable such as the following should be considered to maximize success:

Months 1-2	Determine campaign calendar and budget. Announce goal. Begin materials development (pledge cards, brochures, letterhead, etc.). Recruit and train campaign leadership and support committee chairs. Evaluate Advance Gift prospects.
Months 2-3	Continue to train leadership. Complete materials development. Begin Advance Gift solicitation. Contact planned giving prospects, if appropriate.

- Months 3-4                      Prepare for and launch the Congregational Gift division. Hold kick-off event. Begin personal solicitations and monitor solicitation efforts.
- Months 4-5                      Finalize all calls. Set up pledge collection and acknowledgment systems. Hold Celebration Event to acknowledge conclusion of the campaign and recognize the leadership and volunteers.

**Recommendation #6**

Select professional management to guide and direct the campaign to insure efficiency and the implementation of a proven, successful fundraising methodology.

## **IV. Methodology**

### **A. The Feasibility Study**

As the parish considers a capital campaign, it should reflect on several important questions:

- ◆ What conditions are essential to a successful campaign in the church community?
- ◆ How much money realistically can be raised?
- ◆ Will the church community support a drive that fulfills the goals of the proposed plans?
- ◆ When should the campaign begin, and how long should it last?
- ◆ What volunteer leadership is available to head the campaign?

Determining the answers to these and other questions was the major purpose of the Feasibility Study. Through the Study we have researched, analyzed, and evaluated fundamental factors present, or capable of development, which might influence a capital campaign.

The study was conducted in three phases: research, personal interviews, and direct mail.

#### **Phase I**

An examination of the proposed needs, development of a “Tentative Case Statement,” determination of optimum campaign goals and timing, and review/selection of personal interview prospects were completed during sessions with the parish leadership.

#### **Phase II**

A sampling of parish members was selected for personal interviews. A total of 20 interviews were ultimately conducted by a representative of the Episcopal Church Foundation.

#### **Phase III**

A mail survey was sent to 198 households. Included in the mailing was a letter requesting participation in the survey, the questionnaire, the tentative case statement and a self-addressed return envelope.

An online survey was sent to 27 households. Included in the mailing was a letter requesting participation in the survey, the online questionnaire, and the tentative case statement.

**STATISTICAL NOTE:**

- ◆ A total of 198 direct mail questionnaires were mailed to the parish community.
- ◆ Of those, 61 were returned: a mail response rate of 31%.
- ◆ A total of 27 online surveys were sent to the parish community.
- ◆ Of those, 19 were returned: an online response rate of 74%.
- ◆ Including the 20 who were interviewed, 245 units were exposed to the study. Of those, a total of 100 units or 41% participated.
- ◆ Based on experience, this response rate is an excellent representative involvement from the parish community, lending credibility to the study findings.
- ◆ Of the total that participated, the majority, 54%, attend worship services one or more time(s) per week.
- ◆ Regarding the financial-giving practices of those who responded, the majority, 82%, are regular contributors with a written annual pledge.
- ◆ In importance of charitable donations, St. Andrew's Episcopal Church ranks as the most important charity that respondents donate to, with 52% rating it as such.

## **B. Elements of a Successful Campaign**

There are certain elements which must exist in connection with every successful fundraising campaign.

1. Recognition and acceptance of the “tentative needs” as expressed.
2. The case for widespread appeal.
3. Availability of strong financial leadership.
4. The capability of existing leadership to recruit additional support.
5. Past and current support levels for other church-wide capital campaigns.
6. The congregation’s awareness of the proposed plans.
7. The economic optimism of the parish community.
8. Possible conflict with other past, present, and projected community, parish or diocesan campaigns.
9. Overall response to goal attainability.
10. Indicated interest in contributing to, and projected levels of support for the proposed campaign.
11. Projected timing of the campaign.

*NOTE: Minor editing has occurred in the comments to ensure grammatical accuracy and preserve the anonymity of the feasibility study respondents. Also, the spellings of some names could not be verified against the parish directory.*

*Section Two:*

**Composite Analysis and Summary of  
Personal and  
Direct Mail / Online Responses**

## Results from 20 Personal Interviews and 80 Direct Mail / Online Responses **Total of 100 Responses**

*Note: Not all respondents answered all questions.*

### **Awareness of Need**

**1. Prior to this survey, were you aware that the parish was considering a capital campaign?**

  94   Yes        6   No

Ninety-four percent were aware that St. Andrew's Episcopal Church is considering a capital campaign. This is a positive indication that the church leadership has prepared the ground for a major capital campaign.

**2. Prior to this survey, were you aware of the needs as expressed in the accompanying proposed plans?**

  70   Aware        9   Not Aware        21   Aware of some of the needs

Seventy percent of the respondents were aware of the capital needs of St. Andrew's Episcopal Church. Another 21% were aware of some of the needs. Only 9% were not aware of the needs. This is an indication that the leadership has done a fine job of communication.

**3. Are there additional needs that seem important to you which are not covered by the proposed plans?**

A number of additional needs were offered and should be read.

**Interest in and Support for a Capital Drive**

**4. Generally speaking, do you favor the parish conducting a capital campaign as outlined in the proposed plans?**

69 Yes

3 No

22 Yes, but with some concerns

Seventy-three percent are in favor of the campaign, with another 23% in favor with some concerns. Only three respondents are opposed to the campaign. This is a sign that the church community is willing to support a campaign.

**5. Please indicate the level of priority you would attach to each of the projects outlined in the proposed plans by checking the appropriate line under each heading. At present, they are listed in no particular order.**

*\*Select only one option per line and feel free to make comments (use an extra sheet if necessary).*

	PRIORITY				
	High	Medium	Low	Opposed	Lack Information
a. New HVAC System and New Exterior Windows	<u>86</u>	<u>7</u>	<u>1</u>	<u>0</u>	<u>3</u>
b. Elevator	<u>12</u>	<u>35</u>	<u>38</u>	<u>9</u>	<u>2</u>
c. Renovated Bathrooms	<u>37</u>	<u>39</u>	<u>18</u>	<u>2</u>	<u>1</u>
d. Upgrades in White Hall, Auditorium, and Hallway	<u>31</u>	<u>43</u>	<u>17</u>	<u>1</u>	<u>3</u>
e. Organ Renovation	<u>31</u>	<u>23</u>	<u>25</u>	<u>6</u>	<u>10</u>
f. Improved and Expanded Playground	<u>23</u>	<u>42</u>	<u>24</u>	<u>3</u>	<u>4</u>
g. Kitchen Upgrades	<u>34</u>	<u>38</u>	<u>15</u>	<u>1</u>	<u>8</u>
h. Columbarium or Memorial Garden	<u>17</u>	<u>27</u>	<u>38</u>	<u>4</u>	<u>8</u>

In determining which parts of the proposed case are most attractive to respondents, the following system is used:

High Priority = 3 points; Medium Priority = 2 points; Low Priority = 1 point;  
Opposed to Project = -1 point; Lack Information = 0 points

The most popular receives the highest number of points.

**a. New HVAC System and New Exterior Windows**

258 High Priority      14 Medium Priority      1 Low Priority  
0 Lack Information      0 Opposed to Project

Total Points: **273**

**b. Elevator**

36 High Priority      70 Medium Priority      38 Low Priority  
0 Lack Information      -9 Opposed to Project

Total Points: **135**

**c. Renovated Bathrooms**

111 High Priority      78 Medium Priority      18 Low Priority  
0 Lack Information      -2 Opposed to Project

Total Points: **205**

**d. Upgrades in White Hall, Auditorium, and Hallway**

93 High Priority      86 Medium Priority      17 Low Priority  
0 Lack Information      -1 Opposed to Project

Total Points: **195**

**e. Organ Renovation**

93 High Priority      46 Medium Priority      25 Low Priority  
0 Lack Information      -6 Opposed to Project

Total Points: **158**

**f. Improved and Expanded Playground**

69 High Priority      84 Medium Priority      24 Low Priority

0 Lack Information      -6 Opposed to Project

Total Points: **171**

**g. Kitchen Upgrades**

102 High Priority      76 Medium Priority      15 Low Priority

0 Lack Information      -1 Opposed to Project

Total Points: **192**

**h. Columbarium or Memorial Garden**

51 High Priority      54 Medium Priority      38 Low Priority

0 Lack Information      -4 Opposed to Project

Total Points: **139**

**RANKING BY POINTS:**

New HVAC System and New Exterior Windows	273
Renovated Bathrooms	205
Upgrades in White Hall, Auditorium, and Hallway	195
Kitchen Upgrades	192
Improved and Expanded Playground	171
Organ Renovation	158
Columbarium or Memorial Garden	139
Elevator	135

These rankings do not dictate those projects the church should embrace in the final case statement, but they are a strong indication of what communication and marketing must occur if leadership does elect to support projects that have a lower acceptance rating.

**6. If the proposed projects cannot be fully funded by a capital campaign, how would you feel if the parish were to assume prudent long-term debt to ensure completion of these proposed plans?**

26 Acceptable    51 Undesirable, but acceptable    18 Unacceptable

More than half (54%) responded that it is undesirable, but acceptable to assume long-term debt; another 27% said it is acceptable. The remaining 19% responded that long-term debt is unacceptable.

**7. In your opinion, what major positive factors does the parish have in its favor for the proposed campaign?**

Comments were many and varied. Some highlights include:

- Great leadership
- 100<sup>th</sup> year anniversary
- Dedication and devotion of the congregation
- Increasing attendance

**8. What problems, if any, do you foresee for this project?**

Comments were many and varied. Some highlights include:

- The economy
- Raising the money
- Lack of funds; people are giving all they can give
- Prioritization of projects

**9. What added ideas or suggestions do you have which might be helpful to the leadership in making this important decision?**

Comments were varied and thoughtful and should be read in their entirety.

**Leadership****10. If asked, would you be willing to work on a committee in support of the proposed capital campaign?**

35 Yes      34 No      33 Not sure at this time

Thirty-three percent would be willing at this early date to volunteer. Another 32% are not sure at this time and may be persuaded to participate as the campaign plans are formulated. This is a relatively good response at this stage in the process. It appears likely that an adequate number of workers would be attracted to the campaign.

**11. Among individuals you know, who would make an ideal CHAIR for this proposed capital campaign?**

Thirty-five individuals were suggested. (The names can be obtained from the church office.)

**12. Hypothetically, if you were a chair, who would you select to serve with you?**

Seventy-six individuals were suggested. (The names can be obtained from the church office.)

**Campaign Timing****13. Do you know of other current or projected capital campaigns in the community that might have an impact on the success of this proposed effort?**

A few area campaigns were mentioned, but these should not affect the success of St. Andrew's campaign.

**14. Does a proposed solicitation period for pledges in the spring of 2012 seem appropriate to you?**

56 Yes      4 No      30 No strong feeling

More than half of the respondents, 62%, are in favor of the proposed timing. Thirty-three percent expressed no strong feeling one way or another. The remaining four respondents were opposed to the campaign timing. This is an endorsement that a campaign could proceed as proposed.

**Gift Potential****15. How would you describe the present economic climate in your community?**

0   Excellent       32  Good       48  Fair       12  Poor

Fifty-two percent of the respondents to this question believe the present local economy is fair, and 35% consider it good. Thirteen percent believe it to be poor, and no respondents rated it as excellent.

**16. Is the present economic climate improving, remaining the same, or declining?**

 14  Improving       60  Remaining the Same       15  Declining

Indications are that the local economy is remaining the same, with 67% rating it as such. Another 16% believe it is improving, and 17% believe it is declining. These responses express slight economic optimism. When people feel the economy is good, they are more apt to make gifts.

**17. To attain the proposed goal, substantial leadership gifts would be required. Are there individuals, foundations, or other sources who might support these proposed plans? (Please include mailing address, phone number, and email address if possible and please use the back of this page for additional space.)**

A number of individuals, foundations, and other organizations were suggested, which will be considered and, if appropriate, approached by the campaign leadership.

**18. Do you think a goal in the range of \$600,000 - \$800,000 (as outlined in the proposed plans) can be raised in gifts and pledges?**

 32  Yes        8  No       58  Don't Know

Thirty-three percent believe the goal can be attained, while the majority, 59%, have no opinion if it can be reached. Only 8% do not believe the goal can be attained. Normally, we like to see at least a majority believing the goal is feasible. Generally when less than half are confident about the projected goal, the proposed goal is usually too ambitious.

**19. If convinced of the need, would you be willing to contribute to this proposed campaign? (All gifts, regardless of size, are needed and are important to the success of the proposed campaign.)**

 82  Yes        4  No       14  Not sure at this time

Eighty-two percent would be willing at this early date to contribute to the campaign, while another 14% expressed that they are not sure at this time. Only four respondents indicated a

negative response. This is a positive response, and an indication that the campaign can proceed.

**20. If "yes," please estimate your possible total range of giving. Gifts potentially could be paid over a several-year period. *This is not a pledge or in any way binding.***

<u>  14  </u> \$500 or less	<u>  8  </u> \$500 to \$1,000
<u>  21  </u> \$1,000 to \$3,000	<u>  11  </u> \$3,000 to \$5,000
<u>  15  </u> \$5,000 to \$10,000	<u>  7  </u> \$10,000 to \$25,000
<u>  4  </u> \$25,000 to \$50,000	<u>  0  </u> \$50,000 to \$75,000
<u>  0  </u> \$75,000 to \$150,000	<u>  0  </u> \$150,000 and above

**Typical Gifts Essential to the Success  
of a \$600,000 - \$800,000 Capital Campaign**

<b>Size of Gift</b>	<b># Needed</b>	<b>Gifts Indicated in Study*</b>
\$75,000	1	0
\$50,000	3	4
\$25,000	6	7
\$10,000	10	15
\$5,000	15	11
\$3,000	20	21
\$1,000	24	8
\$500 and below	Many	14

\*Using the high range estimate

Respondents projected donations ranging from a low of approximately \$325,000 to a high of \$658,000. While not indicated in the chart above, not all gift amounts were given within a range as presented. Some were given as singular amounts, e.g., \$5,000, instead of \$3,000 to \$5,000. The high and low estimates have been adjusted accordingly. These early estimates fall short of supporting a primary goal of \$800,000 but does reveal support for a primary goal that is higher than \$600,000.

**Planned Giving**

**21. In addition to making a gift to the proposed campaign, some parishioners may wish to explore planned or legacy gifts. Check the blank next to the item(s) of interest. Materials will be sent to you from the Episcopal Church Foundation.**

- 7   Make a gift to your parish through a bequest in your will.
- 4   Create a charitable gift annuity (minimum gift of \$5,000).  
Benefits of a charitable gift annuity could include:
- receive guaranteed income for life (i.e. current rates of approximately 5.3% annually at age 65, approximately 6.5% annually at age 75)
  - receive an income tax deduction now for the gift portion
  - receive some tax-free income from the investment for life
  - possibly reduce applicable estate and inheritance taxes
  - enjoy the satisfaction that at the death of the final beneficiary, the principal would go to that part of the Episcopal Church you so designate
- 1   Donate appreciated real property such as a house, vacation home, farm or business property.
- 9   Send me the *Overview of Planned giving* brochure which explains Planned Giving options.
- 5   Add me to the Episcopal Church Foundation monthly e-newsletter on estate planning.

**21a.   8   St. Andrew's Episcopal Church is already in my will or estate plans.**

Eight individuals have already included the church in their estate plans. Several others have indicated they would welcome information. They will receive information confidentially from the Episcopal Church Foundation.

*Section Three:*  
**Responses and Comments**

*Note: Not all respondents answered all questions.*

**Awareness of Need**

- 1. Prior to this survey, were you aware that the parish was considering a capital campaign?**

  94   Yes        6   No

- 2. Prior to this survey, were you aware of the needs as expressed in the accompanying proposed plans?**

  70   Aware        9   Not Aware        21   Aware of some of the needs

- 3. Are there additional needs that seem important to you which are not covered by the proposed plans?**

*Comments:*

There are a few more wants than needs.

First of all we must have a fundraiser. We haven't had one since 1988 and I think the effort should be built around something more iconic than practical, like our centennial year. Something that people say is – "No matter what we do – we gotta do this"! It is the one big thing people can get stoked over. This list is appropriate, but not too sexy.

My idea would be to move the baptismal font to the back of the sanctuary, in the center of the aisle where folks come in. We could cut the pews to create a semi-circle around it. It is awful the way the baptizing family can not see the altar and the congregation cannot witness the baptism as it is now.

We could consider installing the columbarium in the wall between the narthex and sanctuary, above the doors on that large blank wall. That would give a spiritual life-to-death aspect to our centennial campaign. If the columbarium would not work there, then a tapestry or mural on that large blank wall would help enormously and be something that would leave a centennial legacy.

If we have a campaign, we should consider taking 10% and helping a family or an organization and make a big difference in someone's life – a tiny pebble eventually makes big circles.

We actually had plans drawn up to expand the kitchen and ended up just buying a used stove!

I am very critical these days of discerning the difference between a want and a need. We are all delaying wants at the moment and St. Andrew's can too. We are a church that is not ostentatious. We have some lovely high quality things, like our marble font and stained glass. We also have many things that are very standard and that's okay too.

It is a really tough time to be doing a campaign. Many are stretching just to keep the church going as is and the future is very unpredictable and not looking good lately.

Something that struck me is that the biggest part of an organization is people. We never have enough staff here to get everything done, or an endowment for music or the rector. This is very puzzling to me. You should either say it is taken care of, if it is, or include it as a priority.

In 1988 we had "Renovate '88" and I am not sure what all was done.

I have heard people saying we need more storage space. There are several storage spaces, but they are all being used.

Some of the projects don't seem that pressing to me, like renovating the bathrooms. They serve their purpose, if they are a bit old. I can see, perhaps, a bathroom added on the second floor.

The great uncertainty of it all! I would like to know step one, step two, etc., but I understand this is part of getting us there.

One thing leads to another. If we put in an elevator to the second floor, it would be nice to have a restroom up there, but that would come later if we build over White Hall. Just a long-term dream!

I thought the process of communicating with different groups in the church was very effective.

A big question for us is what could happen with the old rectory.

The columbarium appeals to me because we will recover the costs over time.

I love the idea of a columbarium. It is a very special thing. Many here won't use it though. They go to Arlington or have family plots.

I am not completely confident in the cost estimates; they change over time. I have full confidence in the people who have done this work and investigation and appreciate it very much.

There's a people project I am thinking of. There is a committee called Parish Life that takes communion to people. For years we had the same "Companion" and built a relationship that was really important to those people. We need some more communication and follow-through to keep that strong.

St Andrew's is a very quiet church. We are just getting used to the idea that gifts could be

acknowledged and celebrated or applauded; we are traditionally very private. This is not a church of social climbers. The education exceeds the wealth around here. It is not about the show or the money. That might influence your fundraising a bit. Contributions tend to be low-key.

The HVAC cannot be reasonably done until the windows are done, but historically nobody wants to give to “boring” things like that.

We are still interested in opening up the south wall of White Hall with glass doors and windows and an outside terrace and gardens, a place where parents can watch their children play outdoors and let the light pour in. I think that would make it a more young family friendly church.

We have a linoleum gauntlet to get to White Hall from the sanctuary, so we would like an approach from the Graydon side. Remove the yellow garage from the rectory and create a well-groomed area past the lovely transept to make the way to White Hall through the nice new glass doors, and spare the trip through the detritus of the preschool.

We need to purchase the house next door to the church to tear it down for church parking since there is no parking except on the street.

We need to deal with the spring (H2O) in the furnace room.

What would be done with the other spaces under the church?

Sometime in the future, we should consider expanding the nave towards Graydon and building a new narthex. Complete Peeble’s plans for the church.

We want to see a competent professional involved in designing any retrofit systems or features of the buildings (HVAC, windows, plumbing, fixtures, etc.).

Is our roof in good shape?

The upstairs bathrooms; I realize they are probably cost-prohibitive at this time, but they are a real need.

We need improvements to the Sunday school rooms with lighting, furniture, paint, etc.

Emphasize and focus on more "greening" in the capital projects.

#### **Interest in and Support for a Capital Drive**

#### **4. Generally speaking, do you favor the parish conducting a capital campaign as outlined in the proposed plans?**

69 Yes

3 No

22 Yes, but with some concerns

*Comments:*

I think it's important for people to separate their wants from their needs. Looking nice is nice, but boilers and windows MUST be taken care of first.

How else are you going to do it? We have trouble covering our operating and maintenance expenses. Some of these projects will help us get annual savings, but you can't realize the savings without spending the money to do the work!

I am in favor of this feasibility process, and getting information before moving forward.

I am very, very in favor of a campaign, but not ALL of the projects. The elevator is one that seems silly to me.

Absolutely!

If we have a campaign, we should do matching gifts from the agency account. It is pretty bold to ask people to dig deep in this economy when we have a lot of money sitting in an agency account and we are not using it. Like the widow's mite. It puts pressure on people and that way they would feel like their small gift counted for more. We have millions in there and we have things that are broken. Let's fix them! We can invest for example in the efficient HVAC from the fund to save half of \$30,000 a year in heating oil. Being stewards of our building is an important part of our ministry. The reluctance to spend what we have saved is what made this deferred maintenance into the big bill it is now. God is not stingy or miserly. Church is not the place for that energy. If the building burned down we could build a whole new one with the money in that fund. [Editorial note: This respondent may be confusing the Denby Trust with the agency account. The Denby Trust, valued at close to \$2,000,000, only allows us to take income at the rate of 5% per year. We may be permitted to borrow principal from the Trust, which must be repaid, but we cannot otherwise spend the principal. The agency account, comprised of gifts and bequests received over decades, is about \$1,000,000, and is basically unrestricted.]

Definitely! I was skeptical at first, but now I have my priorities.

Yes I am. There are definite needs and some are expensive. I have been convinced of the need for a campaign, although some of these things are just wants.

I think some things could be let go if there is not enough money.

Everything on the list is absolutely necessary, but nothing is too sexy. What visible difference could we see as a result? Something really exciting that will take us to a new place. I love the idea of a columbarium! Wow! This instantly made me feel better.

We are undecided. I don't agree with all the projects, but more right now we don't know what is going to happen with the economy.

I think it is time!

It's always a concern when asking for money, especially in this political environment. But, St Andrew's is a very special place and there is no way around it, you have to take care of the facilities.

There is something going on here all the time.

Unless we can do this at a level that is significant, we can keep picking away at maintenance.

I think yes. On some level it bothers me that we need such a thorough process to realize we have large needs. I recognize that this process has intellectual value. We are concerned about the amount of money that just this process costs.

The HVAC cost is so extraordinary we don't get how we can be considering anything but the HVAC. I see the need for extraordinary giving right now.

I hope that what is done is the most important projects first and wait until we have some money to do the rest.

The church is in better shape than in the past with its financial realities.

We have to combine budget, fiscal realities, and dreams. There are some good things in the proposal. We could fix some things without going the whole distance on everything. Maybe we just do White Hall and Auditorium A/C for example.

Success will depend on how well this is explained.

Absolutely! Overall, I just think the church needs to do this. It's been over 20 years since we have done a major campaign, so we haven't tapped people recently. These are things that need to be done, so we need to go ahead and try.

I just know we need new A/C and windows, next most important is organ renovation. I don't think a lot of people understand how bad the organ is or how old it is. The first 20 years of the organ's life it was not air conditioned, that has a lot to do with it.

They really thought out what they want to do, but I don't think they fully have studied what they want to do with the upgrades. It is nice to make it pretty, but they need to look at use and need. Bathrooms are probably the last thing. Number one should be windows and A/C because that is costing us a fortune.

I am in favor of some of the improvements, but not all of them at this time. The state of the economy is not good enough to go forward with this much.

It is a wonderful project and I hope and pray it is a successful one.

Upgrades are good, but I do wonder if people would really give more money for these things.

It depends on the response and priorities on stated projects.

People are suffering because of the bad economy. College graduates cannot find decent paying jobs and older workers suffer from reduced salaries and the inability to retire.

A capital campaign now may seem insensitive as it relates to today's economy with so many having personal financial difficulties.

Please allow the women to design the kitchen.

We are very concerned with the current and future economies of the country. This would have a major impact on our giving.

Financial times are difficult for many, especially the youngest and oldest members of St. Andrew's.

I attempted to communicate my opinion that St. Andrew's needs to make our church more accessible for people with special needs (either in wheelchairs, walkers, elderly, young children). The elevator project would obviously be related to this need. I get the sense that many people in the congregation see the elevator as unnecessary, but I believe that we need a fully accessible building to meet our mission statement, as well as for legal reasons to meet the Americans with Disabilities Act. The "renovated bathrooms" and upgrades in White Hill, auditorium, and hallway projects certainly have improved accessibility potential. There are other potential accessibility-related needs which are not addressed in our list of projects such as ramps, wider doorways, lever handles, and lower thresholds. Cosmetic improvements are very important, but I feel that our priorities should be for code compliance, safety, accessibility, and energy.

In the event that we proceed with capital improvements, we need to hire licensed architects and engineers to complete the design work. These costs are not included in the estimates. This should be done even if we have to reduce the scope/number of the projects to cover these fees.

We need to prioritize within the funds available. For example, if funds are only at 50% for new windows, consider replacing only 50% with high quality windows, and then do the remainder as funds are available.

Yes, but it may be doubtful if the current economy does not turn around.

There is some grumbling going around concerning launching this campaign in a time of economic turmoil.

As I've only been a member of the parish for a short time, I'm not familiar with the parish's finances. However, my understanding (perhaps incorrect) is that the parish owns two single-family residences: one is used as a rectory for the present rector and his family and one is a rental

property. I would be more supportive of a capital campaign if the rental property were sold. I am familiar with investments (equities and real estate), returns on investments, and income streams from rental properties and I speak from this perspective. [Editorial note: St. Andrew's owns the former rectory located next to the church on Graydon Ave. That property is currently rented. Our rector and his family own their own residence across the street on Graydon.]

Many families, including mine, are struggling financially at this time. I would like to be a regular financial contributor to the church, but I am not able to do so. I do not believe that I am alone in this position. At a time when people in our parish, and in our larger community, are scaling back in their personal finances, have either lost or are worried about losing sources of income, and are struggling to "make ends meet". I do not believe that it is proper for us to begin a capital campaign. I cannot argue with the validity of the proposed projects, but I do not think that we should consider undertaking them in a difficult economic climate when so many people are trying to survive financially.

Yes, we have a tendency to put things off until a better time, which never seems to come. I think this is the perfect time to begin the campaign.

In all plans for improvements and space, please keep in mind all of the Arts (visual, plastic, dance, music, etc.).

I have always felt that the church is not the building. I realize this is almost a cliché, but it is sometimes not held as conscious as it might be, especially in times of fiscal constraints. There are so many people and institutions in such great need at this time so I hope that a capital campaign would be balanced with that reality. Also, I would rejoice to see present and future facilities, however improved or not, somehow made available and inclusive to our more marginalized brothers and sisters as much as possible.

Remember green building possibilities.

5. Please indicate the level of priority you would attach to each of the projects outlined in the proposed plans by checking the appropriate line under each heading. At present, they are listed in no particular order.

*\*Select only one option per line and feel free to make comments (use an extra sheet if necessary).*

	PRIORITY				
	High	Medium	Low	Opposed	Lack Information
a. New HVAC System and New Exterior Windows	<u>86</u>	<u>7</u>	<u>1</u>	<u>0</u>	<u>3</u>
b. Elevator	<u>12</u>	<u>35</u>	<u>38</u>	<u>9</u>	<u>2</u>
c. Renovated Bathrooms	<u>37</u>	<u>39</u>	<u>18</u>	<u>2</u>	<u>1</u>
d. Upgrades in White Hall, Auditorium, and Hallway	<u>31</u>	<u>43</u>	<u>17</u>	<u>1</u>	<u>3</u>
e. Organ Renovation	<u>31</u>	<u>23</u>	<u>25</u>	<u>6</u>	<u>10</u>
f. Improved and Expanded Playground	<u>23</u>	<u>42</u>	<u>24</u>	<u>3</u>	<u>4</u>
g. Kitchen Upgrades	<u>34</u>	<u>38</u>	<u>15</u>	<u>1</u>	<u>8</u>
h. Columbarium or Memorial Garden	<u>17</u>	<u>27</u>	<u>38</u>	<u>4</u>	<u>8</u>

*Comments:*

HVAC is the highest priority.

Without an elevator, you limit the use of facilities to those who can climb stairs, so the elevator is a medium priority. We are so conscious of access for people. But there is nothing upstairs.

The men's room looks worse than a 50's bathroom. The ladies room is a bit nicer. They are kept clean. It doesn't have to be Martha Stewart.

It seems they ask for big bucks for the organ every couple of years. It would be nice to not have to do that.

We do need more room in the playground. It's adequate, but now we are in competition with other facilities for the school.

The kitchen could use some upgrades. What it actually needs is more room, but that is off the table for now. Perhaps remove some things and re-arrange to create some space. This needs

brainstorming. Maybe moving out the pantry wall? It needs to be designed by people who USE it, not an architect or engineer! We also need a bit more storage in there.

We won't be using the columbarium.

I trust the leadership. I don't know enough about many of these things to say if we need them or not. All my knowledge is anecdotal.

The columbarium would be higher for me if it became the "iconic" thing we could hang the centennial aspect on.

I'm not sure we are hearing the whole story on the organ proposal.

We need at least one bathroom for people in a wheelchair.

The windows are not just about efficiency. Our building is not secure. People can get into many of our windows, even on the ground level and, we know that. We have already had some young people get in. What if someone got in and started a fire and it was known that we knew the building was not secure on our watch? That is a big thing to me.

The auditorium needs attention, and the A/C, but White Hall and the hallway are fine.

The playground is more important now that we have so many new young families.

Columbariums can be a great thing for churches.

The HVAC and windows are absolutely the most important and adding the other stuff is actually blurring that. I wonder if we have maybe put too many things in here.

I need to know more to comment on the organ. Music is important in this church and our organist is excellent. I was surprised when I saw it listed. I didn't realize how bad it was.

I am torn on the playground except for the need to focus on drawing young people. And the school does bring people into the building.

I stay as far as I can from the kitchen! But, if we have the money I am all for it.

Regarding the elevator: a) we have a limited number of people who can't do stairs and, b) we have other spaces we could use so that they can participate in events.

I really feel we could make some sensible reasonable choices for the upgrades to the bathrooms, making them much nicer without being marble and gold. Reasonable upgrades are very much needed, but money could be saved with good choices.

I think we need to consider going "green" with the bathrooms, like exploring water-saving materials.

I do feel we need an ice machine, but that doesn't require a kitchen re-do.

HVAC is the one I gripe about most – freezing to death! What we have is so antiquated.

I certainly don't see people who need an elevator. They can get into the church and don't go to the second floor anyway.

I remember struggling with the stairs when I was sick. We have an aging population at St. Andrew's and that will not go away.

I hear people saying how awful the bathrooms are, but I don't think they are so bad.

The only bathroom that could be accessible would be the one by White Hall; the others require getting up stairs to get near them!

Most of the things that we do are in White Hall; we don't really use the auditorium.

They are having serious problems keeping the organ going and it is getting really expensive. That is my understanding. It is a very special organ.

The playground is making better use of property we already own, and there is a safety factor, and we do have more children in the neighborhood who are also the ones who go to the West Ghent school.

Any upgrade to the kitchen would be VERY appreciated.

Regarding the columbarium – how long could it accommodate the parish before it was full? If we build one it should be able to be expanded over time for the needs of the parish in the future.

The current A/C is so noisy and hugely inefficient.

I need to know more about the organ.

The kitchen is the heart of our outreach in so many ways.

I'm very big on the columbarium.

As an overall thought, if we have something that needs a repair, the windows would be a logical thing to do because they leak air and are inefficient. Aesthetically, the other things would be nice, but not necessary, and we should be cautious with our money in these unpredictable times.

Start the windows on the street side, then one project at a time. Do the auditorium, then White Hall, as money is available.

I remember way back when we cooled the church with electric fans and we converted more Christians because they were aware what hell was like!

An elevator is not necessary; you could stay downstairs for all we do upstairs.

A/C is more efficient from a Wisp Air level than from a floor unit and we should just add Wisp Air into the auditorium. Folks in other churches have experienced spotty heat and air from a newly installed system.

The radiators are probably impervious to wear, but I don't know about the boilers.

The bathrooms are antiquated. If renovated, they would need to be expanded to have a vanity with two sunken basins. One restroom accessible for wheel chairs is sufficient; the others just need some spiffing up. They are old, but functional.

We re-did the whole program in the 1970's. We had an organist who was swapping parts between our organ and another. Digital parts go bad just like mechanical ones, with lightning or electrical. Are they definitely less expensive than the mechanical parts?

I worked in the kitchen for many, many years and it all worked fine. Our volunteers understood how things worked back there, although we did have fewer events that needed it then. It is a different ball game these days, and it seems like they are doing more complicated things now. I wonder if a new coffee maker is included here?

The thing with the kitchen, like everywhere here, is that things have not been kept up. For example, we have a good dishwasher that never worked quite right, and then we discovered that there was just a fork stuck in the drain. And the filters and jets have never been cleaned. We need to maintain things properly. The soap dispenser was fixed and it works just fine. A new dishwasher would have a lot of computer parts that would break down. Our current dishwasher is fine.

What is wrong with the kitchen flooring?

If people want to give to a columbarium that's fine, but it should not be on our list of things for the church to do.

I particularly think AV equipment is needed for meetings, etc. I have to bring my TV just to show kids a movie.

The HVAC will make many parts of the building more usable.

The windows are a nightmare. You can't even close many of them without leaning out the window.

Generally speaking, the people who use the second floor don't need an elevator.

I think we do more for the nursery school than the nursery school does for us, so the playground is a pretty low priority. Actually, I am opposed to it. Only two people I know of have ever come here because of their association with the Ghent School. They add hugely to our utilities and use a significant percentage of our sexton's time, and we don't get much in return.

We have to do the HVAC for overall money savings. I'd like to know what fraction of the overall budget is utility bills. The fact that it is by far the largest project; could we do an adequate job with 80% of that estimate?

White Hall needs better lighting badly, if we can't do anything else. It is dark as pitch in there at night.

The beauty of the playground is that the school is willing to help out with paying for it.

The kitchen REALLY needs help.

I really respect the opinion of our junior warden. It's unthinkable to me that the HVAC will cost the same as a whole small house.

ADA compliance is important, but we don't use the upstairs a lot. We would only need the elevator if we are going to change that.

I don't understand the problem with the bathrooms. They are fine! They are clean and they work. Old, dated, but fine. Also, we could do most of that work with our own labor and bring that cost way down. Accessibility is another matter. We do need that.

White Hall is a very nice space and very usable; it is always decorated and filled with food and wine! I don't think things need to be perfect.

An instrument like an organ must be maintained, but we must defer to the expertise of our organist. I don't want it to deteriorate, but we don't need enhancements. If it needs something to be maintained, it is just like the HVAC. It is an asset we have to steward.

Music is a priority for me. For our size, we have a really good music program. We really do. I would really like to keep our organist happy. He is important to our institution. I really feel it in the summer when the choir doesn't sing.

My kids love that playground! It's awesome.

The kitchen seems fine to me, but maybe others know more. We seem to feed hundreds out of there.

If people would use the columbarium, we have to have it. I'm not sure I would want my remains there, but cremation is the way of the future. This is a transient community, but it is a pretty

important service to provide.

Regarding the windows, it is needed not only to save money, but for the security of the windows.

That seems like a lot of money to fix up the bathrooms.

The auditorium is almost useless and if we had to choose just one project, I would do the auditorium. Also, we really should put something over those asbestos floors.

I think the expanded playground would be great. I know more about the history of the school now and I think a lot more of it than I used to. It's a good school, and it would be great for the children who are coming to have good safe places to play.

In regards to the kitchen, it used to be that the women would come (and these women are my heroes) and they would cook all day and serve a nice dinner. Now we have receptions and coffee hour, but serve a lot of nice bought food because of young women working. Some say if they would fix the one wall near the dishwasher and put one or two new double drawer dishwashers in and fix the counter, the women could use it. Many don't know how to use that dishwasher now. I don't think we need to make it a bigger room at all.

I would like our kitchen to look nicer; other churches kitchens just don't look so run down. I am embarrassed for visitors to see our kitchen; I try to keep them out!

People my age have already made burial arrangements so if it is important to the young people, maybe consider the columbarium. Most people are talking about being thrown in the bay these days!

Windows are a high priority for sure. Once we do the windows, we could phase in HVAC with the church and White Hall first, then upgraded auditorium. The other areas just aren't used much.

We do everything on the first floor. We do not need an elevator. What for?

We can buy parts and do a lot of the bathrooms ourselves. We don't need that much money to fix them up to St. Andrew's standards. We can't make them larger, which is what we really need to do.

We've started some upgrades in White Hall. The auditorium does need to be upgraded to a multi-function room for meetings and the homeless in the winter.

The organ is just one of those things you have to do. If it goes, you end up with a piano and a guitar.

To do the kitchen right, you need to punch out some walls and take space from the nursery. The butcher block is disgusting, unsanitary, and needs to go. Steam tables are not used much.

We don't need more money. We need more PEOPLE stepping up to help.

\$25,000 is way over the top for the playground, way too high. The church could get involved, roll up their sleeves, and get that done much cheaper together by next fall. It is not appropriate for a capital campaign. Right now it looks crappy because there is too much stuff there. We need to work with the school on that separately from the campaign.

I have not heard anything solid enough on the columbarium. Where it is going to go and who is going to maintain it? This is big bucks. It needs to be visible, but not when going to church. Where would it go? It is hard to find a good place. I am extremely lukewarm on that project and feel it should not be a campaign item anyway.

Utilities cost a lot here. The windows and HVAC are far and away the most important. The windows alone will cut energy costs by 25%! That pays us back quickly; it is an investment. You could probably get HVAC here for \$250,000. The Hermitage did it recently for \$150,000. We implore you to not be gouged and be very careful with that.

Restroom accessibility is important, but making them really "cool" is not. It doesn't survive over the years. Make it simple.

The auditorium will not be a stepchild here; it is already getting HVAC and new windows.

Someone that cares deeply may take on the organ or the elevator projects themselves.

The playground is vital. At St. Andrew's children are neither seen nor heard! Families must see evidence of child-friendliness when looking for a church. The new entrance and a revived playground area will keep this important thing on their checklist.

Relative to most Virginia churches, our kitchen is very good, but it could use work. The most important thing is A/C and an ice maker but that is \$2,000, not the whole list.

We looked into a columbarium years ago. I think the church is a bit divided on that. Our ashes will be spread somewhere in nature. The idea of safe deposit box niches makes me a bit wary. Who will your neighbor be for eternity? A memorial garden impresses me more than a columbarium. It is good to get this feedback because no one will speak negatively about an idea at St. Andrew's even if they don't agree with it.

I think they are all good things. The deferral of some of the more structural stuff like the A/C, windows, and kitchen are higher priorities.

When we put a second story on White Hall we will need an elevator and bathrooms, but that is down the road and an elevator right now is a very low priority.

Some of the things in White Hall we have already done and the new windows will make it look a lot better.

We can't just neglect the organ repairs needed. The organist has shown me the internal electronics. As important as music is here, we need to keep up with modern technology.

The playground is one of the least expensive things we want to do, and it is a good investment in young families. They want that stuff.

We have done a lot of things on the kitchen recently and those who do the big dinners in there don't complain about it much. Maybe the dishwasher is needed.

Based on what I have heard from lots of people who use the kitchen, I put it as a high priority.

The kitchen is perfectly adequate; they just don't utilize what they have. It is only used twice a month! If we had a weekly program that used it then perhaps, but we do not.

The columbarium is high; I need a place to bury me! Several older people say the same thing – "I need a place, come on and do it!"

The HVAC is critical; it is deteriorating and very costly.

The playground is important because we have an opportunity to attract young families right now and the state of the playground says something about your commitment to children. Also, West Ghent School is a very important aspect of our church. The playground is disgusting. Our playground quality is comparable to the playgrounds at the worst school districts in town.

The kitchen stuff can be done in the Angel Board.

The elevator is too costly an item given the few who might use it.

An updated auditorium would provide more accessible meeting space.

The columbarium is a good idea and can be pursued now if there is sufficient interest via advance subscriptions.

The organ could maybe be paid for via external organization grants.

It would all be lovely to have, but during these economic times it is taking on too much.

What is the time to return on investment for the HVAC/window project? How long would it take in cost savings for the project to pay for the initial investment?

The bathrooms are fine. They don't need to be fixed, but they are old.

Talk to an expert about the need for new boilers. Only replace the oldest one and only centrally air condition the area with window units. Otherwise, do not replace it all.

An elevator is not appropriate in this structure. Perhaps when the second floor is built over White Hall?

The columbarium should be a stand-alone project.

People who cannot negotiate the stairs should have accessibility to the second floor.

I have worked in the kitchen for several years and it is hot and inefficient.

Accessibility is a high priority and aesthetics is medium.

I saw a memorial garden at University Presbyterian Church in Chapel Hill, NC, and it was very nice. It was surrounded by a lovely courtyard. Something like that would be wonderful.

I believe that a new HVAC system and windows would save money in the long run so that we would have a savings fund to draw from in order to complete other projects on this list as well.

Because of the potential cost savings, and the age and the inadequacy of the current HVAC system and windows, our number one priority would be a new HVAC system and exterior windows. Number two would be renovated bathrooms, and number three would be upgrades to White Hall.

The organ is not 90-years old from the 1920's. We pledged for a new organ in the 1980's. It is misleading. It could have easily been said the current "organ technology" dates from the time of Beethoven.

The bathrooms are in terrible condition and an embarrassment when we have visitors, as are the floors in the administrative area.

I will ask that none of our gift go towards the elevator if it means that other projects on the list don't get done. All of the other listed projects affect the congregation more broadly – the elevator might be useful to a very few and we could certainly accommodate those few by holding adult forum on the first floor. I am not supportive of having St. Andrew's borrow money to pay for an elevator.

I would like to see West Ghent School involved in the playground renovations.

These are all worthwhile projects. However, with the possible exception of the HVAC and windows, I do not see any of them as urgent. Many of us are "making do" with what we have and are postponing non-critical projects at home because we cannot afford them. I feel that for the church to undertake nice-to-have projects in a tight economy is somewhat insensitive.

New HVAC and windows are the MOST important and should be considered number one in priority.

If a second story is added to White Hall, could a green roof-top garden option be explored? For insulation? For feeding the poor? For adding oxygen to the environment?

Consider naming opportunities for certain projects, such as the organ.

**6. If the proposed projects cannot be fully funded by a capital campaign, how would you feel if the parish were to assume prudent long-term debt to ensure completion of these proposed plans?**

26 Acceptable    51 Undesirable, but acceptable    18 Unacceptable

We can borrow money from ourselves and pay it back from our funds. I would borrow from us for the heating system but not for anything else.

I don't know. It makes me nervous. I'd rather we not do things we cannot afford because we haven't raised enough money, but I would re-think that if a good case could be made.

Short-term, maybe. If one has the pledges to know you can pay it back then that is better than taking a leap. It is a timing thing.

Very unexpected things can happen. It is better not to have debt. It is better to do things we can pay for.

St. Andrew's is on an upswing. We have a new priest who it seems everyone loves. We are getting more young people. I can't imagine borrowing huge amounts, but it could be considered. Could not be much, but some.

Debt stresses people out and we don't believe here that we will get meaningful long-term benefit out of being the hippest facility. Adequate is fine with us.

Pay as you go; maybe \$50,000 or something.

Long term debt is not a good thing to have – just look at the world. If we can't afford it now we save until we can or get something more affordable.

I haven't seen the younger generation, who would have to pay that debt, stepping up to this with any enthusiasm.

Long-term debt is dangerous.

Depending on the level of debt, maybe 20%.

Certainly very acceptable in this case.

We've got the money there if they would just spend it, but they just can't bear parting with any of the Denby Trust. That has been a sacred cow for 20 years. The trust makes the congregation lazy about their commitment.

Debt is not good.

If needed to do the HVAC and windows, but not for the other projects. (2)

You must be careful not to commit to projects with money until we are sure of their feasibility.

Acceptable if the church leadership decides it is in our best interest and that the debt is serviceable.

Acceptable only for the HVAC, the windows, and to maintain our physical plant. The rest of the items should be pay as you go.

I have heard that a parish with debt is sometimes more active and involved.

**7. In your opinion, what major positive factors does the parish have in its favor for the proposed campaign?**

*Comments:*

I respect the people on the committee very much.

The traditionalists will pledge to bricks and mortar and that's what this is. We have some people with some money that would be willing to give to this.

There is a lot of love for this church. Just look at those Angel projects and how they get done! The growth that we've seen since John has come here – in more than one way. The number of people and the number of young families coming, but also a significant growth in the amount pledged. Last year was the first time in decades where the pledges have actually met or exceeded the goal amount the vestry had set. It's changed for the good, and I am so glad.

This is our churches 100<sup>th</sup> year, so the campaign has something to attach to.

We have not had a campaign since 1988 so it is significantly overdue.

We have a new rector and a new spirit in the church and people want to give to the church. Giving causes people to have a sense of belonging.

We have a wealth of parishioners who are active right now and interested in moving the church forward. They are interested in it being here as an institution, as it has been to serve for so long.

With our new priest and his young family, and being 100 years, we are turning over a new era. Also, it would be good to keep him happy and show our support so he wants to stay a while. We were just plain lucky and gifted when we got him. We are so blessed. He is top-notch.

We have a lot of new people coming and a lot of new energy since John got here.

I think people would be happy to have things spruced up and working better. People are invested in this church. They come here because they want to be here. It is a destination.

We are a great church family, so people want to take care of this place, be good stewards, and make sure it is here for the future (and it is not raining on our heads in church).

John, very definitely, and our people. We have always thought of ourselves as very diverse. I have always felt like every kind of person was accepted and encouraged and that we were friendly. I make a point to talk to people I don't know. I hope we all do enough of that. And, I am amazed at the way when we ask for a specific project, things always get done. People will pay if they like what is proposed. Even small amounts let people feel like they contributed.

I see this campaign as a project of camaraderie and working together toward a goal.

There is a good sense of community among the congregation members. There is a generosity of spirit I see here. There is a sense of history. Many people have been here a long time. There is a real sense of gratitude for what St. Andrew's, both people and the institution, has provided for them and their families in their lives.

It's a full-service local church. It is amazing what is accomplished with us being so small. The weekly attendance is not that large.

The people, the sense of community, and an easy sense of belonging.

John and Andie's leadership! They are wonderful people and they do so much! They get so much done.

It's small and peaceful and there is a sense of community.

Our kids go to a very large mega-church with lots of technology, etc. It's interesting but I wouldn't want to do it every week. When do they pray?

John! He has brought a new sense of energy and possibility. He personifies everything we were hoping for to get into the 21<sup>st</sup> century. We were really lucky to get him. He personifies all we are and hope to be.

This is a very stable neighborhood. There is a kind of chemistry here. We are not all of one stripe. We value not only a tolerance but appreciation of everyone here. Also, fortunately or unfortunately we really like our size.

I love St. Andrew's church.

The people; they are like family. This is a family environment. It's the perfect size, small. And of course we all love John. They are a great family.

It's a real community focal point. It's the only church in this neighborhood. Even people who don't go here are aware of us. We have survived 100 years without a parking lot. That is just amazing to me. We have a young very vital family pulling other younger families in. All the new children are just fabulous. We also have the richness of multi-generations. We need more 30-40s. There is great commitment from the people here.

A new priest with a younger perspective has been reinvigorating.

There is a definite emphasis on God's love for all of us. It is a very open and loving church. The spirit and nature of this congregation we know, and love. We could go on like we are for another 50 years without spending \$600,000, maybe give up a little ego and redesign to it. But the feeling is that we need to do something to materialistically prize our condition.

We are still basking in this brilliant decision to hire John and Andie.

The windows are about falling out; you just have to look at them to see that.

There is a lot of enthusiasm about Andie and John. Together they have a tremendous amount to contribute to the parish. John has the qualities to carry us through a process like this. He is categorically inoffensive, somewhat ageless, and very intuitive.

We have a lot of wise older people in our church. It is good to use their wisdom for this.

We have had a surge in our population in the 20-50's age range. I want that group to feel welcome and that there are exciting things happening here that will not burden them financially.

The social diversity in our church is a plus. The social values and diversity are aligned with what I want my kids to experience. The 30-40s age is a group of people I would like to know better. They are good grounded folks seeking a faith existence for their families and their lives. That is uncommon these days. We think this church has what we need for our children with musical opportunities, age peers, etc.

There is good leadership in the church willing to labor hard to reach goals.

I like the traditional service; I am not a low-church fan.

It has John! People are coming saying "I think so much of your new young priest!" And, "We would take Andie anytime at our church!" And those kids are loved by everyone. I think the church will grow with him, and maybe something new will come out of this as we grow. A

project we haven't done before.

The women's group used to raise money charging to go to their meetings and do all kinds of things together to help.

We have a new rector and he and his wife have really breathed new life into this place. Andie has connections in the neighborhood. That has given a new sense of direction to the church. With young families coming in, we need to reach out and both welcome them but also grab their ideas, energies, and unfortunately some of their money too.

We have a dynamite music and worship program. John takes the liturgy and makes it germane to our local or national situation. He offers a very good service.

We have a beautiful site, we just need to roll up our sleeves and take better care of it.

We have women very active in the church. They are definitely a strong point here. The youth has taken off like never before, but they go on trips more than show up to serve and help.

Pledging is improving. We need to target stewardship more, not a one-size-fits-all approach.

We're dedicated. We are unafraid of work. We are better educated and brighter than average. We are more selfless than average.

I think we are finally recognizing we need to fix these things. There is a lot of excitement with the new rector and the celebration of 100 years. There is a lot of momentum.

We like the new rector, and the centennial is bringing up a lot of good memories; this is a great time to do a campaign. Also, Norfolk is very stable in this recession. Among the congregation there is a great love for the church. We may disagree on what's important but we all agree the church is important. People want to do the things we need to do to keep the building going. We have been here 25 years and things are really on an upswing. It is a very exciting time to be here with all the new faces in the congregation and the new rector. The stars are aligned right now to make this a successful campaign.

It would be nice to get it done. We did a campaign in 1988 and that was the last time we did anything around the church. It's been 25 years! And it is really needed! When the A/C kicks on it is REALLY noticeable and hard for older folks and the choir.

Positives are the fact that there is a lot of commitment from varying groups, the social justice, and outreach work done here. We like the fact that it is an open church that doesn't discriminate. We just like the church. It's a nice church.

I think it's a really good time to get going on it.

The current level of excitement here at St. Andrew's with our young rector and his family! (6)

We have a young vibrant priest who has brought a lot of enthusiasm to the parish.

Our new rector has brought in new, young families, giving us older folks a real incentive to fix things up for the future.

There are a sizeable number of older parishioners with above average pledges; it is a prime time to ask for their support.

Pledges for 2012 show increases in the majority and very few decreases despite economic concerns.

This appears to be a wealthy parish with many committed members. (4)

Our parishioners are dedicated and loyal. (6)

We have active members who wish to have St. Andrew's be the best it can be.

In the past, when asked, our members have always pulled together as one.

This is a vibrant, active, and involved church. (2)

There is love for the church by the members. (2)

It is needed to upgrade all the areas mentioned. There is an obvious need and you can see the benefits of major renovation.

This is a very popular church in a very up-scale neighborhood.

We have laid excellent groundwork in identifying and explaining needs, estimating costs, and suggesting how these projects would fulfill our role as "stewards of God's gifts".

We have a solid core of communicants.

We have an excellent basic facility.

Attendance has been increasing and growing. (4)

The economy may bring better prices for projects.

Working together toward the same goal strengthens the community feeling of the congregation.

We have a few wealthy donors.

Our 100-year anniversary! (5)

Putting off major projects can lead to more costly endeavors.

There is a growing awareness that these capital improvements are long overdue. (3)

There are great needs that haven't been addressed in forever, and we don't often have capital campaigns. You have to have them at some point or we will never be able to address needs.

It is a great time to attract new families and invest in our future.

We have an excellent vestry and rector.

We need accessibility for those who need it. Also, our areas will be more efficient with better lighting, ventilation, and a fresh look.

This issue is being communicated to the congregation in a very positive way.

This congregation is devoted to the church.

This is an amazing congregation.

We have community support.

We have hard-working members for fundraising events and talented members with community ties for a variety of fundraising opportunities and outlets.

This is needed for attraction and safety.

We have great tradition, great programming, and a revived youth leadership.

The outside columbarium is great.

We have the dedication of long-time church members as stewards of St. Andrew's.

This is a vibrant parish.

We have many long-term members who love the church and want to see it grow.

The suggested improvements would enhance life at the church and likely expand membership.

Our clergy and vestry leadership is strong and sensible.

We have wonderful leadership, a faithful congregation of people who have not been asked to make a significant contribution to the church, and a very clear need for the proposed renovations.

We have a church we can be very proud of. However, the years have not been kind to the administrative areas of our church. I would think we all should be in support of anything we can do to upgrade where necessary.

This is a dedicated and responsive congregation, we have excellent lay leadership, and I sense that most agree these needs are real and should be addressed.

Our congregation is growing; our congregation has increased its yearly pledges nearly \$56,000 since 2007, despite the economy and the congregation sees the need to make some improvements

We have confidence in our leadership. (3)

Longevity of the majority of parishioners, and their willingness to contribute monetarily to projects is a positive.

A growing and vibrant congregation! Many parish members attend regularly and should be personally invested in these improvements.

There is an excellent "atmosphere" in the parish.

Parish stability is reflected by careful planning and thorough discussions and dissemination of facts before major decisions are made.

There is a great spirit and life force here, spring-boarding from the 100<sup>th</sup> anniversary.

We are in a blessed location in Norfolk.

The economy will benefit from the jobs created. This could be another way of blessing others.

## **8. What problems, if any, do you foresee for this project?**

*Comments:*

The economy! (23)

Raising the money! (6)

Unexpected emergencies!

Getting blood from a turnip!

To me, there is a lack of focus. There are too many projects, and the lack of a single iconic one.

I don't think we are going to get the money. It has been said we are a rich church but poor. We

have, in the past, had to borrow from our trust to pay our bills. The trust was intended for outreach but has fed our operating budget. We have well-off people for whom the church does not seem to be a financial priority. I have not seen people be willing to dig deep for the church. I would be pleased, but very surprised if we could raise it all. We are already hoping for \$325,000 in pledges on a \$500,000 budget.

This is a terrible time to have a campaign, which is no fault of the church. I don't know how everybody really feels about it, and I don't know if all the new people are in a position to give to the church or are just caring for their families.

I'm not sure that it is time to ask for money. We have just recently increased our annual pledges.

People think they are being asked for as much as they can give annually, and you still want more. Some people feel like they will be a failure if they can't give even more.

Just to ensure that annual giving maintains and people don't give to the campaign instead. There are a lot of competing needs we are addressing, new draws on our income we weren't planning on, especially family obligations and what our investments will look like. I also think that perhaps we are a growing congregation, but much of it is tied to our new leadership, which is only two years old, so they may not be committed enough to give.

The unforeseen things you find when you start a project like this.

Historically, about 10 families have carried close to 40% of the pledging. There are a whole lot of people on fixed incomes or their idea of what they should be giving is not keeping up with the inflation factor. I realized through some experiences I've had that there is a huge gap in what people have and what they are giving to the church in many cases. There is a huge disconnect and people are just not listening or don't want to hear it. They expect to have a priest and pastoral care and a church, but will not personally contribute to it.

It is hard to spot any real downside with so much ambition and potential to move forward with our Christian concerns at this point.

We might lose our organist if we do not fix the organ, but we already pay him too much.

We don't appeal much to the younger families so they come and go. There are not that many and they are SO busy. The older folks who do everything are getting tired. We need some younger blood to start taking on what we do.

The biggest problem we have is that the generations of people do not mix enough. We need to work intentionally on integration in that way. The younger people need to be mentored. The reason that worries me is that it creates misunderstanding.

The women do more than the men. The thing is time, talent, and treasure. It's hard to get the men involved.

The biggest problem I see is the same horses will be pulling and asked to pull a little bit harder. I am afraid we will see a fall-off in pledges or no one showing up for the campaign, or not trusting our stewardship if we need more.

Many of us are pulled in different directions in this town; the museum, the Historical Society, the Botanical Garden, etc. We have a sense of how money is spent in this area and we shy away from anything that has a splashy aspect here.

Watch out for people who are being quiet and not saying anything who could later sabotage this. If people start bad-mouthing it, that could really kill it.

The project is taking on too much at one time.

I wish more of what we are doing was projected outside of the parish rather than our own building.

Having to put it off even another year would be a problem; it needs to be done now.

It's possible that parishioners could simply weary of being asked for money if the capital campaign dragged on for too long a time frame.

There may be increased outreach needs.

I am not sure if the newer parishioners will feel the same commitment as those of us who have been attending St. Andrew's for many years.

The practical projects lack appeal. If members could be recognized in some way for their gifts in a permanent plaque, they might be more encouraged to give. Membership needs to be greatly enlarged before taking on a large debt.

Availability (or lack) of funds! (4)

Most people live in West Ghent, and they can afford to give to this.

The timing may be wrong.

Expenses; the cost of everything seems to continue to rise.

Prioritizing the projects could be a problem.

Ongoing maintenance costs for HVAC and the elevator could be high. The elevator will get more use than you think.

New members may get turned off by this.

Times are tight and some may be reluctant to pledge because of the uncertain future. (2)

Getting started and maintaining focus.

Not meeting or exceeding our goal.

There are few opportunities for dedication/memorials except the columbarium and playground.

Appearances can be deceiving. It is not easy to judge others financial situations.

There could be delays in construction and unforeseen problems not anticipated that ultimately will cost more money. (2)

Getting all to participate may be a problem.

A lack of control and planning.

Keeping the projects within budget constraints.

People who want to rely on the Denby Trust rather than a capital campaign; we need to educate people well about the Trust and its intent.

There will be inconveniences with space or relocating while work is being done.

Maybe asbestos exposure?

Getting the financial support needed.

Many non-profits are feeling the pinch of the economy and asking donors for more money just to keep their doors open. St. Andrew's will, to some extent, need to compete with them.

The church membership is small.

Many new members may not feel committed enough to pledge to a campaign.

Some people don't believe it's their responsibility to support the church financially.

I can think of two things: 1 - A lot of folks like to do things last minute. 2 - A lot of these projects might be considered subtle in their visibility. For example, if your capital campaign is focused on a new building then it is large and visible and emotional. If your capital campaign is about new windows, a heating/AC unit, and some flooring and bathroom remodeling, then most of the parishioners might not even be aware that there is a need. When in attendance on Sunday, everything looks fine for most folks because either it really is fine or because they don't realize the expense of heating the building or the difficulty of bathroom and second floor use for older

folks. So, assuming the need is really there then it is important for members to understand the urgency and this can be difficult with projects like the ones we're talking about. It doesn't necessarily mean it shouldn't happen but awareness of this fact will be important.

Personally, I am always concerned about the trade-off between the aesthetics and comfort of the physical church building, and the needs of the greater community and world (rather than ourselves). However, upholding and improving the physical fact of St. Andrew's can also be a great contribution and staging place for much greater work for Christ's world.

**9. What added ideas or suggestions do you have which might be helpful to the leadership in making this important decision?**

*Comments:*

I think this case is wonderful. To have all this laid out so we know where we stand is great. One thought is that there seems to be so much enthusiasm for this that perhaps they will forge ahead even if people say no. But, I think we have some prudent people and they will not forge ahead unless signs are clearly supportive.

This is not a rich church, but there are some people who can help if treated right.

It looks to me like a very nice job has been done here to get things moving in the right direction. I very strongly support this and think we need to do these things.

You have to listen to the expert (the consultant) about how to do this. Prayerful consideration is needed; listen for what God is telling you to do.

We could have a flat-out vote of the congregation.

Be cognizant that people have limited incomes, and young people who may look affluent are really struggling to pay for homes and kids schools. People are stuck in different cycles of living and aren't able to give a bunch to the church.

The elevator is a significant expenditure that should be at the bottom of the priority list.

The columbarium location needs to be able to grow.

We have a plate-full already!

I think dedicated space for the youth to make their own would be wonderful. I would put that as a higher priority than the restroom renovations.

Only the personnel side of it. During the search for John, we talked over and over again about a much beefed up youth and education program and kept saying we couldn't afford it. I would

love to see the priorities we identified as a parish during the search reflected in the campaign. That needs to be supported and ensured financially. We need to attract younger families with programs that are meaningful to them. Look at the parish profile.

I have heard that many people are interested in a congregational vote about moving forward with a campaign. A lot of people don't feel they can do any more than they are doing.

I would say – do not have a campaign, but deal with problems as they arise, complete them, and move on to the next thing as you have the money.

The rectory may cost so much to restore that the space would make better use as handicap parking.

We have tried so many ways to get this across to people – graphs, announcements, comparisons, so many things. People just don't seem to want to understand what it takes. We should have included the Renovate '88 person in this effort. John didn't know the history but someone should have clued him in. Some people give to the point that it hurts, and we are one of them, so this is very hard for me to understand and not take personally.

I'd like to cheer them on. They are doing a good job.

If we are going to talk about money now, there needs to be a dialogue between the generations.

I think you need to really cultivate buy-in from the 30-40 generation, even if they can't give a lot. The future of young people with church in their lives is soon to be a minority. This generation is really bad about throwing the baby out with the bathwater with their attitudes about the hypocrisy of churches in general.

I don't want to get to where people think all we talk about here is money.

Parking! We used to own a lot near the rectory and my husband wanted to use that to build a parking lot. As people get older, I plan to get here at 9:10 am so I can get a spot nearby as the 8:00 am folks leave. I plan around that. I could not come to the Flower Festival because I knew I couldn't park close enough. Maybe use the current rectory property to create handicapped spaces?

It's communication! John is the chief liturgist. If something is important enough to be in the bulletin, we need to stand up, look folks in the eyes as a fellow congregant, and stare that thing down, not rely on John. Other people need to stand up and represent things.

You have done a really good job of educating about the needs and intentions and communicating. Keep your ears open for people who are questioning the value of it. Keep including people.

All you have to do is plaster photos around of what the boiler and the basement look like. The more people are aware of what is going on with the building, the more support we will have for this campaign.

Be very sensitive to those who are negative. Really keep your ears open and don't ignore them.

I hope it works out for us. I'd really like to see all these things we need finally get done. We have talked about the need for windows I don't know how many times over the years. I'm actually getting tired of hearing about them! For heaven's sake, let's just do it!

Getting the bulk of the campaign done in the spring (before the summer) would be good. Get started as early in the year as possible. There has been a lot of conversation and excitement about this so let's move on with it!

No, things have been pretty thoroughly discussed in small and large meetings. I haven't heard any undercurrents regarding this.

Include a mix of older and younger parishioners in this.

This just seems like the perfect time to take care of some big deferred maintenance items. We need to tie the campaign to our centennial celebration and stress our obligation to follow our predecessors in taking care of the future.

Faith and prayers will be needed by everyone.

I think it is always important to listen to the nay-sayers in order to determine the legitimacy of the protest.

Older members, especially those who can't increase their current financial commitment, need to consider a legacy to St. Andrew's and put the church in their wills.

I believe that the consultant fee of \$15,000 for several months of work (interviews and this survey) is excessive. It seems that our people have done a majority of the work.

I think you have done a great job framing the argument for why we need to do this now. I would use the momentum of the centennial to keep moving.

We must be careful not to commit to consultants. We have in-house expertise.

The auditorium can be made comfortable and user-friendly much cheaper than installing an elevator. Adult Forum should not be upstairs.

Is there a place for parishioners to volunteer their help to lower costs? I would like to be a part of this and I can contribute my time.

The overall view should be “let the building be what it is” and address only those areas that are pertinent to appropriate and sensitive maintenance.

Pray on it!

We have strong, wise leaders who have matters well in hand.

We need to have awareness of Americans with Disabilities Act compliance.

Seek LEAD (Leadership in Environmental and Architectural Design) certification for a “green” building, grounds, and church.

Approach the upgrades in order of importance and not all at once.

Make sure your consultant sets an attainable goal. The church membership should feel good and positive at the end of the campaign.

Please do not overreach and commit the parish to significant debt.

Commit to only one project at a time.

It needs to be done and it will only get more expensive if we continue to put off the needed renovations.

Make it clear that the improvements are not going to be paid for from the endowment or agency account.

Consideration should be given to use of some funds from the agency account.

We need a dedicated marketing campaign.

Go for it; the time for this capital campaign is long overdue, we are looking old and not like a priority.

Continue communication and communicate. You might need additional staff to track the campaign, make sure appointments are set, made and followed up on, and accounting for all pledges, expenses and other details.

It is always important to remember our role as a church and those whom we serve. These folks are what St. Andrew's is all about so we must make sure the capital campaign is in their best interest. The best I can tell, St. Andrew's does a marvelous job with this.

I think the proper folks are already involved, and they are addressing these concerns professionally.

Since I have little or no money to contribute, I hope that there might be some ways in which my and everyone's "other gifts" might be brought to bear on this project and the life of St. Andrew's.

An organization recently raised \$6,000 in a one night art auction and another nice sum a month later in a one night "café" with local talent.

### Leadership

#### **10. If asked, would you be willing to work on a committee in support of the proposed capital campaign?**

35 Yes      34 No      33 Not sure at this time

#### **11. Among individuals you know, who would make an ideal CHAIR for this proposed capital campaign?**

Thirty-five individuals were suggested. (The names can be obtained from the church office.)

The usual suspects are good about recruiting and helping each other with the various needs.

That would be up to the vestry to decide. This is why we elect a vestry, and we trust a vestry.

We need the younger group to start taking things on.

#### **12. Hypothetically, if you were a chair, who would you select to serve with you?**

Seventy-six individuals were suggested. (The names can be obtained from the church office.)

I would guess past and present vestry members are your pool.

Some of the military families would be good.

I would get as many of the young people as are willing to help.

There are a lot of very dedicated people who would be great for this sort of short-term responsibility. People need to be asked to participate, especially if they are new.

### Campaign Timing

#### **13. Do you know of other current or projected capital campaigns in the community that might have an impact on the success of this proposed effort?**

The Chrysler Museum (4)

The Hermitage Museum

The Norfolk Foundation

The Robert Johnson Foundation

The upcoming election

The library

EVMS

Park Place YMCA

Kroc Center

Chanco

Habitat for Humanity

**14. Does a proposed solicitation period for pledges in the spring of 2012 seem appropriate to you?**

  56   Yes        4   No        30   No strong feeling

**Gift Potential**

**15. How would you describe the present economic climate in your community?**

  0   Excellent        32   Good        48   Fair        12   Poor

**16. Is the present economic climate improving, remaining the same, or declining?**

  14   Improving        60   Remaining the Same        15   Declining

**17. To attain the proposed goal, substantial leadership gifts would be required. Are there individuals, foundations, or other sources who might support these proposed plans? (Please include mailing address, phone number, and email address if possible and please use the back of this page for additional space.)**

A number of individuals, foundations, and other organizations were suggested, which will be considered and, if appropriate, approached by the campaign leadership.

**18. Do you think a goal in the range of \$600,000 - \$800,000 (as outlined in the proposed plans) can be raised in gifts and pledges?**

  32   Yes        8   No        58   Don't Know

*If no, how much do you think can be raised?*

\$250,000

\$300,000 to \$600,000

\$650,000 to \$700,000

\$500,000

\$800,000

Over three years, twice the present gifting is doable.

Ambitious, but possible.

Doubtful; we blame the economy and also the people who have money are not happy with some of the proposals.

In five years easily, but I don't know about three years.

I believe to get where we would really like to get with this plan, we will need special gifts and perhaps outside giving to get to \$800,000.

I have heard that the biggest gifts are totally unexpected.  
My instinct is that there are people here who will give substantially.

You'll have no problem with the \$75,000 gift, or the couple of \$50,000 and \$10,000, but I am not sure you will find six gifts in the \$25,000 range. I think you'll get close to it.

Most people love this place so much, if a need is made clear, the money somehow appears.

It could be a longshot. It depends if there are some people who could make a really surprising gift and cover 50%-75% of the goal. Maybe there are those people out there and the congregation could make up the difference.

I hope so! I think Renovate 88 was successful and this is the right time.

I think we are going to be able to raise the whole amount for what we really need which is the HVAC. I think we can get enough to get the HVAC, windows, and playground done. I am not sure we will have more than that.

We have \$75,000 already, so I am sure we can raise at least \$400,000.

My instincts say it is achievable.

Given the economy, this seems ambitious but doable provided there are a goodly number of lead gifts. I understand that \$50,000 to \$75,000 has already been committed.

**19. If convinced of the need, would you be willing to contribute to this proposed campaign? (All gifts, regardless of size, are needed and are important to the success of the proposed campaign.)**

  82   Yes        4   No        14   Not sure at this time

**20. If "yes," please estimate your possible total range of giving. Gifts potentially could be paid over a several-year period. *This is not a pledge or in any way binding.***

<u>  14  </u> \$500 or less	<u>  8  </u> \$500 to \$1,000
<u>  21  </u> \$1,000 to \$3,000	<u>  11  </u> \$3,000 to \$5,000
<u>  15  </u> \$5,000 to \$10,000	<u>  7  </u> \$10,000 to \$25,000
<u>  4  </u> \$25,000 to \$50,000	<u>  0  </u> \$50,000 to \$75,000
<u>  0  </u> \$75,000 to \$150,000	<u>  0  </u> \$150,000 and above

**Planned Giving**

**21. In addition to making a gift to the proposed campaign, some parishioners may wish to explore planned or legacy gifts. Check the blank next to the item(s) of interest. Materials will be sent to you from the Episcopal Church Foundation.**

- 7   Make a gift to your parish through a bequest in your will.
- 4   Create a charitable gift annuity (minimum gift of \$5,000).  
Benefits of a charitable gift annuity could include:
- receive guaranteed income for life (i.e. current rates of approximately 5.3% annually at age 65, approximately 6.5% annually at age 75)
  - receive an income tax deduction now for the gift portion
  - receive some tax-free income from the investment for life
  - possibly reduce applicable estate and inheritance taxes
  - enjoy the satisfaction that at the death of the final beneficiary, the principal would go to that part of the Episcopal Church you so designate
- 1   Donate appreciated real property such as a house, vacation home, farm or business property.
- 9   Send me the *Overview of Planned giving* brochure which explains Planned Giving options.
- 5   Add me to the Episcopal Church Foundation monthly e-newsletter on estate planning.
- 21a.   8   St. Andrew's Episcopal Church is already in my will or estate plans.**

### **A Final Word**

The Episcopal Church Foundation thanks the leadership of St. Andrew's Episcopal Church for the opportunity to work with the parish family. We enjoyed our work on your behalf and would welcome the opportunity to be of service.

Thank you, and best wishes.

*Section Four:*

**Appendix I:  
Tentative Case Statement**