



April 7, 2010

We wish to extend our thanks to all for the cooperation, support, and gracious hospitality extended to Martha Gardner, Maurice Seaton, and Erin Weber-Johnson throughout the feasibility study process recently completed.

A special word of thanks goes out to ****HELPER(S)** for coordinating the personal interviews 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 257 units participated in the survey; 31 interviews were conducted, 121 responded to the mail questionnaires and 105 responded to the online survey. This represents a total response rate of 43% 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
Section One: Feasibility Study Methodology	3
I. Introduction	4
II. Feasibility Study.....	4
III. Elements of a Successful Campaign	6
Section Two: Personal Interviews	7
I. Listing of Persons Interviewed	8
II. Personal Interview Responses	9
Section Three: Direct Mail Responses	32
Section Four: Composite Analysis and Summary of Personal and Direct Mail Responses	79
Section Five: Conclusions and Recommendations	91
I. Conclusions	92
II. Recommendations.....	93
Section Six: Appendix	96
I. Tentative Case Statement	

Section One:
Feasibility Study Methodology

I. Introduction

For some time the leadership of Eastern Shore Chapel, Virginia Beach, 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.

The announcement by the rector of Eastern Shore Chapel that he would be retiring in the coming months occurred just prior to the feasibility study interviews taking place. A good faith effort was made to inform all who participated in the feasibility study of this development. The impact of a change in clergy leadership is reflected in the comments contained in this report. The recommendations and conclusions section of this report provides suggestions for dealing with how this development impacts the proposed capital campaign.

II. 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 31 interviews were ultimately conducted by Martha Gardner, Maurice Seaton and Erin Weber-Johnson of the Episcopal Church Foundation. A listing of the persons interviewed may be found in Section Two: Personal Interviews.

Phase III

A mail survey was sent to 399 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 172 households via Survey Monkey. Included with the survey was a letter requesting participation in the survey and the tentative case statement.

STATISTICAL NOTE:

- ◆ A total of 399 direct mail questionnaires were mailed to the parish community.
- ◆ A total of 172 online surveys were sent electronically to the parish community.
- ◆ Together, 226 direct mail and online surveys were returned: a response rate of 40%.
- ◆ Including the 31 who were interviewed, 602 units were exposed to the study. Of those, a total of 257 units or 43% participated.
- ◆ Based on experience, this response rate is a good representative involvement from the parish community, lending credibility to the study findings.
- ◆ Of the total that participated, the majority, 52%, 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.

III. 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.

These elements are carefully reviewed in this report. The Conclusions and Recommendations Section at the end of this report addresses these elements of success as we consider the readiness of Eastern Shore Chapel to proceed with a major capital 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:

Personal Interviews

Listing of Persons Interviewed

Betsy & David Antanitus
Rick & Debbie Balak
Elise Balcom
Bill & Joan Barns
Patty Bartneck
Joan & Bruce Berlin
Mike & Liz Brown
Joe & Susan Buchanan
Bob & Bev Burchette
Faye Clark
Les & Carrollyn Cox
Kent & Paula Crooks
Terri & Scott Darnell
Lee Davis
Jim & Ellen Deppe
John Gill
Jim Hixon
Leslie & Eric Hodeen
Connie & Ed Kellam
Aubrey & Peggy Layne
Dan & Judy McCready
Phil & Kate McGuinn
Randy McKee
Mike & Sue Pankow
Wick & Prissy Parcels
Dick & Dona Poole
Kevin & Kate Quinn
Jim Robinson
Brother Rutter
John St. John
Nick Wilson

Results from 31 Personal Interviews

Note: Not all respondents answered all questions.

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

31 Yes 0 No

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

21 Aware 0 Not Aware 10 Aware of some of the needs

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

3 Yes 8 No 20 Yes, but with some concerns

Comments:

The possible departure of the rector to become a Bishop has caused distrust.

Some people may say, “build it and they will come”. But, they have to be here.

We want to be in a church where pledges cover all needs. \$7.5 million seems like a lot of money. Could we have a comparison with other church campaigns? I don’t feel like I have a handle on the needs and goals.

I would be in favor of addressing needs and concerns.

We, in general, don’t approve of any capital campaigns. I prefer to increase my pledge to allow people to pay for what needs to be done.

We are in a crisis in both clergy and vestry leadership.

A lot of things have already changed so a capital campaign will not be successful. There are too many unilateral decisions.

I think the facilities do need expansion.

I don’t think it is practical. This was a wish list before the economy tanked.

Look at annual giving and the amount that comes after some hard pushing. The capital campaign, as outlined, would require seven-times that amount. I think asking people to pledge that amount is not feasible.

I don't have concerns regarding needs, only results. I want to make sure the projects support the mission of the church. Are we serving our community? Let's not build a building just to build. Where is the vision? I believe our church can give more. Where is the emotional connection? How are we changing people's lives?

I have large fundamental questions regarding the practicality of the space and the ability to raise funds.

Steps 1, 2, and 3 were the dream of discernment. The projects are connected to one another, and can not be separated. It needs to be explored if contractors would be willing to lower costs as a group to ensure that plans proceed.

We have a good companionship parish. As we do more outreach, we shift from an economy of scarcity to economy of abundance. Let's have St. Thomas's come and do a presentation.

How would the impact of losing Chris affect the campaign?

We are very much in favor. You will need to extend the pledge payment period in order to get to the goal.

I was surprised to see that the campaign will begin in the spring of 2010.

People went to a meeting about a year ago, but I have not heard anything much since. I asked for results of what came out of that meeting and no one ever provided us with it.

I have some financial concerns. Will people open their hearts and bank accounts to make this work? This place is bigger than me or any one member and we need to move this forward.

There is no surplus and we don't meet the budget easily.

We need to build membership. More people are needed, more pockets are needed, and then you can do a capital campaign.

Build reserves; there is no cushion for bump-up right now!

4. 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
I. Parish Hall Enlargement	<u>15</u>	<u>11</u>	<u>4</u>	<u>0</u>	<u>0</u>
II. Administrative Area Modifications	<u>11</u>	<u>10</u>	<u>5</u>	<u>2</u>	<u>2</u>
III. Parish Day School Renovations	<u>13</u>	<u>9</u>	<u>5</u>	<u>1</u>	<u>2</u>
IV. Enhanced Worship Space	<u>9</u>	<u>4</u>	<u>13</u>	<u>4</u>	<u>0</u>
V. Covered Walkways	<u>6</u>	<u>7</u>	<u>12</u>	<u>5</u>	<u>0</u>

Comments:

They are all integrated, therefore hard to isolate as priorities.

This part is bothersome to me. I have objected from the beginning. We knew the maximum amount was \$3 million. We have done this whole thing with phasing. This can't be done independently of another.

Is the parish kitchen not up-to-code now?

I am opposed to the administrative area modifications as proposed.

My priority would be to take what we have and make it the best it can be.

In general, we should be looking at renovations, not expansion.

The parish day school is underserved.

Based on church numbers, I would question if the parish hall enlargement is a need.

There are some good parts to the administrative area modifications, but I am not in favor of all of it.

Youth activities should be a priority.

Churches sometimes get wrapped up in building monuments.

\$7.5 million is a lot to commit to.

Episcopal churches are decreasing in size and trends look downward.

Participants want improvements, but not wants.

In regards to parish hall enlargements, only enlargement, not interior.

We need more office space, but it is too expensive.

Why is the kitchen in the parish day school component?

We don't see the children's choir anywhere.

We have lost worshippers, so why do we need worship space?

It hasn't been that long ago since we finished our last campaign. We don't fill the pews. As much as I love the choir, I don't want to redo this! Only do the needs, not the wants.

I think it is important to provide multi-purpose rooms but I don't like everything.

I am not sure how enlarging choir space came under parish day school enlargement.

The worship space has no supporting data. There is no growth reported in the community, instead it is declining.

What I fear is that big givers will flee the scene.

If we touch the building, sprinklers must be added, so new water lines must be added through the parking lot.

In step 4, expenses were allocated. However, you can't segment stages and keep the amounts the same. These can't technically or electronically be done in separate priorities. The sanctuary is the only stand alone structure. One part can't be done without the other.

In the worship space, I am hesitant to have clergy hidden away.

I have never been to a function in the parish hall that was overcrowded. It could be refurbished a bit, but the size is OK.

The choir has grown since Brian has been here and they need extra space.

The 9:15 service is never overflowing so church seating does not seem to be a problem.

The day school is the highest priority, but it is their responsibility to raise money for it. This needs to be discussed so that parents can be solicited. A community chairperson should exist to handle this sub-division in the campaign.

Worship space should be the first priority.

Increased seating is not needed, but we do need to improve the interior and the floors. I never remember this parish hall being full so the need has not been demonstrated for expansion, but renovation is dire.

The day school attracts new church members and is a community outreach. It is the reason we are here at this church. It needs renovation, but I am unsure about the need to expand. I haven't seen the numbers recently.

The choir has waxed and waned over the years, but is on the up now. If Brian left would it dwindle? This cycle makes this a medium priority for us. The music program has kept us here and is a vital part of worship to me.

Administrative area modifications should be near the bottom of the list.

I am not convinced we should go ahead with this project at all. There is a greater need to support outreach, not in-reach. I would rather establish a capital maintenance fund to repair what we have and use the balance for outreach. I would rather give to outreach such as ERD or local charities. Besides maintenance, there are no pressing needs. We do need a maintenance endowment. Why don't we have one? All the rest is really a wish list.

The choir rehearsal rooms are not used by the day school right now.

There should be a focus on what would benefit the most. What do we really need?

The school is a low priority.

There needs to be a plan for more flexible dual usage for group meetings for both the day school and Sunday school.

The choir makes a huge commitment and spends a lot of hours per week at the church.

The sanctuary was designed for a second floor and needs more space. The plans already exist.

The breezeway is a low priority.

A lot of money has already been spent enlarging the office space.

Worship is the engine that drives the parish; look at the footprints in the plans.

The interior is dated. However, most if it is functional.

The adult forums are good.

If you teach and do outreach, this will lead to increased numbers of people and they will want to give more.

There has been a lot of work and expense to enhance the worship space. We need to do a cost benefit analysis.

The kitchen needs expanding. Also, some meeting area expansion is needed.

The kitchen and the chapel pantry need to expand.

Could the school raise some funds? The school is a community service and a breeding ground for the parish.

The choir would be appalled, but we feel we need to look to the future and add a contemporary service. Right now, the current plans favor a traditional service.

By building out the chancel, the HVAC will need to be moved. There is a big impact if the chancel is moved out.

Food pantry and youth education are high priorities.

Regarding the worship space, the choir wants the change, but it is divisive in the parish.

The chapel pantry is high priority.

Extra space is needed for the youth and J2A.

An elevator is needed.

We don't fill the church anyway, so we don't need more worship space.

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

Comments:

It is shy on teen space.

Look at current operating costs.

We should have centered spaces. Please prioritize youth over the choir.

There needs to be meeting space for the youth.

The church needs to be better maintained. Improve the interior and exterior. The renderings leave me cold.

We don't have young people worshipping.

No improvements are covered as it stands. General maintenance is needed.

Since I think projects ought to be made more realistic, I would hope that once the parish hall is done, there would be general upkeep given.

We need improved parking.

Everything needs to be handicapped accessible. (2)

This only addresses the physical structure. Should we include money for programs and ministry? The physical plant is for outreach, including for the homeless shelter. The Episcopal Church needs to appeal to the needs of young people. Does this campaign do that?

We need to look at all sources of funding. People should be able to give in-kind.

No, it is very comprehensive. A very good job has been done identifying the needs, perhaps a little overboard wish list, but a good job.

Outreach should be priority.

It might be good to have an in-and-out door from the women's vesting room to enhance traffic flow. The current entryway is very narrow and congested.

There are some concerns about the exterior of the building and access to the day school.

Storage area for parish groups is needed and was a high priority in earlier surveys.

An endowment/reserve fund is needed. People don't want to give to a sinking ship. You first need to do base-building steps and build confidence in the financial health of the church.

Configure the worship space differently for a contemporary service. We need a different sound system and audio visual.

We need salaries to meet needs. We need a third clergy member as a magnet for young families and who can focus on, and be dedicated to the youth.

If you increase the space of the building, you increase maintenance costs. We need a fund for increased maintenance. This is too grand of a plan.

If we raise \$7 million, then \$3 million should go to capital and \$4 million to outreach to do things for others, education, etc.

6. Do you know of other current or projected capital campaigns in the community that might impact the success of this proposed effort?

Camp Chanco

Camp Waconda

The Wave

School of Virginia

United Way

Private schools

Sandler Center

Virginia Beach Association

Virginia Opera

Virginia Symphony (2)

Public Radio

There are so many programs in the outside community that are in trouble and people here are involved in those. This will make it hard to get to the goal.

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

 0 Excellent 10 Good 14 Fair 6 Poor

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

 10 Improving 16 Remaining the Same 4 Declining

9. Does a proposed solicitation period for pledges in the spring of 2010 seem appropriate to you? (*Members of the congregation would be asked to consider not only a gift to the capital drive, but also to make an annual stewardship pledge. The reason to ask for both at once is to make the most efficient use of volunteer time.*)

 7 Yes 17 No 4 No strong feeling

10. Do you think a goal of \$7,403,562 (as outlined in the proposed plans) can be raised in gifts and pledges?

 1 Yes 23 No 6 Don't Know

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

\$750,000 to \$1 million

\$1 million

\$1.5 million to \$2 million

\$2 million (5)

\$2.5 million to \$3 million

\$3 million (6)

\$3 million to \$3.5 million

\$3 million to \$4 million

\$3.5 million (5)

\$4 million (2)

\$5 million

If the congregation believes we have needs identified, perhaps one-tenth of the amount can be raised.

11. 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.)

 27 Yes 2 No 1 Not sure at this time

12. 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> 1 </u> \$500 or less	<u> 1 </u> \$500 to \$1,000
<u> 4 </u> \$1,000 to \$3,000	<u> 3 </u> \$3,000 to \$5,000
<u> 8 </u> \$5,000 to \$10,000	<u> 5 </u> \$10,000 to \$25,000
<u> 2 </u> \$25,000 to \$50,000	<u> 0 </u> \$50,000 to \$75,000
<u> 1 </u> \$75,000 to \$100,000	<u> 0 </u> \$100,000 to \$250,000
<u> 1 </u> \$250,000 to \$500,000	<u> 0 </u> \$500,000 to \$750,000
<u> 0 </u> \$750,000 to \$1,000,000	<u> 0 </u> \$1,000,000 and above

13. 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 6.3% 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.

6 Send me the *Ministry of Gift Planning* brochure which explains Planned Giving options.

3 Add me to the Episcopal Church Foundation e-newsletter.

13a. 8 Eastern Shore Chapel Episcopal Church is already in my will or estate plans.

14. If the proposed total goal of \$7,403,562 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?

7 Acceptable 14 Undesirable, but acceptable 9 Unacceptable

Commitment to debt should be larger than a vestry vote.

Only if prudent.

We have done it before, and we retired debt early.

I have reservations about the consequences of debt. We are debt averse. People won't understand. I don't think we can support a loan.

It would depend on the amount. Limit debt as much as possible.

Where is money for maintenance? Where is the upkeep? It is unacceptable to assume debt if the funding is not there to pay for building this.

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

14 Yes 14 No 9 Not sure at this time

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

Bill Barns	3
Patty Bartneck	2
Bruce Berlin	
Connie Cole	3
Lee Davis	3
Dave Dustin	
Laura Francis	
Ellen Gallup	
Bill Hunter	4
Aubrey Layne	13
Hank Marriott	3
Tom McAfee	
Kevin Quinn	
Jim Robinson	
John St. John	5
Scott Vollmer	
Scott Wall	
Nick Wilson	

Retired Captains or Admirals.

People with both money and personal connections.

Someone who is well thought of and can make a substantial gift.

17. Hypothetically, if you were a chair, whom would you select to serve with you?

Bill Barns	4
Joan Barns	
Helen Barrett	
Patty Bartneck	3
Bruce Berlin	2
Ed Brown	
Connie Cole	7
Les Cox	
Kent Crooks	
Paula Crooks	
Lee Davis	4
Scott Dunill	
Russell Dyke	
John Fall	

Laura Francis	
Ellen Gallup	5
Mary Beth Highton	
Vicki Humphreys	
Bill Hunter	5
Dona Hutchins	2
Ed Hutchins	
Priscilla Jaffee	3
Susan Jones	3
Connie Kellam	
Vicki Kirby	
Lindsey Kirby	
James Laurance	2
Aubrey Layne	8
Hank Marriott	5
Tom McAfee	2
Dan McCready	3
Karen O'Brien	
Mike Pankow	
Chris Perry	
Dick Poole	
Kevin Quinn	
Jim Robinson	
Brother Rutter	
Carter Sinclair	4
Herb Soles	
John St. John	6
Linda Todd	
Scott Vollmer	
Scott Wall	
Nick Wilson	

Former Sr. and Jr. Wardens.

People with discretionary income.

We need young people involved. (2)

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

Comments:

This is a good worship community.

We have strong outreach (food closet, mission trips, etc.) (9)

The music program is strong. (2)

There is a lot of growth in the youth program. (2)

We have good clergy and vestry leadership. (3)

The staff is great.

We have many dedicated volunteers.

Julia Ashby is a plus. (2)

We have good kids programs.

There is warmth here. It is homey. (3)

There are a lot of good programs.

The people who are here care and a percentage of them do what needs to be done.

Two positives are Godly Play and the parish day school. (2)

The fellowship of parishioners is a positive.

We are welcoming to all.

Adult forum is fabulous.

Leadership is listening to the concerns of the parish.

We have a good secretarial staff.

Chris and Julia are wonderful.

We have a solid youth program.

People here bond together.

We love this church, even if we are critical of the plans.

Eastern Shore is a healthy parish.

This parish has been through a lot together.

I am energized by the people around me.

Stacy Patrick and Vacation Bible School are positives, along with Clay Gill and the Christmas pageant.

It is comfortable here.

I love the sanctuary.

The completeness of the place is a positive.

We have an awesome parish family.

This is a large, cohesive group.

The physical location can't be duplicated.

This parish is committed.

This parish is pretty stable, even in changes in economics.

The reputation of the school is good.

We have good clergy.

This church is open-minded, open-hearted, and accepts and loves everyone.

I think we have an inviting and comfortable space.

We are able to maintain a small church feel without a small church attitude. (2)

People here are tolerant and respectful.

The choir is excellent and a positive. (2)

The alternative to fundamentalism and atheism; we are intelligent.

The vestry is taking responsibility for the budget last year.

We could use the parish hall for rental income.

Carter Sinclair is why I am here; he is a blessing.

J2A is strong.

The parish day school is an excellent outreach that gets parents involved in the church. (2)

We are back on track with Christian formation.

There are a number of outside groups that can be used to attract new members.

There is a great feel here. It is described as a small church feel, but a big church.

The after school program is great.

We have a very active group of dedicated leaders.

This is an area of the country that was not as affected by the recession as some places.

This is a very old, historic church.

People are here for a reason and want this to succeed.

There is a warm, generous and committed group who love the church.

Chris is a huge cheerleader.

We have strong liturgy and worship.

This is a close knit community, even though we are a large church.

There are a lot of people who care about and are passionate about this place and who we are.

People need to be open to God. The potential is here to raise the money.

We are in a good location.

This is a giving church.

This is a diverse and accepting parish.

It is feasible.

We are open to change.

The money is tied to mission. For example, the food pantry. We need to be specific about needs and wants and why it ties to mission. The current space doesn't fit the needs for children, so we need to sell this plan to parents that space is needed.

We are long established.

We have the potential to operate from a position of prosperity.

This is a wealthy congregation, but we don't operate from that.

This is a vibrant parish.

There is a deep love for this place.

We have enthusiasm right now. Use it to thrive and grow.

Anything for the benefit of the youth is key. We need to build for the next generation.

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

Comments:

There is a division in the church as to if this is really a need.

Older parishioners who had the money are leaving or passing on.

The economy! (10)

We have trouble raising our annual operating funds. (2)

The congregation's numbers have declined. (2)

If Chris is elected it will be a big problem; interim leadership is difficult.

Until we start showing a surplus, we need to work on enthusiasm.

Genesis was a high and has descended due to the economy and a loss in members.

There is no cohesive, wonderful feeling here anymore.

There is no longer a critical mass to warrant these projects.

There is not a lot of life here.

There are leadership issues.

There is a lack of enthusiasm.

We need to have a rector who wants to stay awhile. How can he finish his mission?

The emotional timing and discord developed by the plan is a problem.

Too much money and space is for the choir.

Our last capital campaign was not easy and that was for \$1.2 million.

I have opposition as to the process of this. I am not sure of the transparency of the leadership's plans.

This has been Chris's second call to run for Bishop. I don't want to jump on a plan that was navigated by the rector.

The cost of the project is staggering.

There is a diversity of interests.

I don't believe we are a growing congregation.

Chris's nomination is a problem.

A year ago it was \$4 - \$5 million, now it is \$7 million. Will it be larger by the end?

Raising funds is always a problem. (4)

Volunteer support may be a problem. There have been so many things over the last ten years that there may be burn out.

There is a concern on transition in leadership.

Will Chris be here? We can't go forward without him.

We have already had two capital campaigns. We need calm and continuity.

There are just too many unknowns with Chris (his situation, not leadership) and the economy.

We are going in the opposite direction then we need to be. We have lost a lot of families.

We have a hard time with change.

There is a lack of communication.

There are not many wealthy parishioners.

Every year there is difficulty in getting annual giving.

While the church is fighting for income, a capital campaign will only pull people away from their annual pledges.

There is no buy-in from the majority for the size of the projects.

There is no need for a bigger church.

We have quite a few people who aren't able to give.

I don't see anything in the plans to attract new people.

Some people think church resources are skewed to the choir.

We have lost attendees, so why build if they are not here?

Why have people left? This may impact the campaign.

What needs aren't we fulfilling? Our structure may turn people off.

The numbers are very big. Without an accompanying chart we will have problems selling this.

We should be giving more than what we are giving.

If we don't raise the money, how will we pay for loan service annually?

What about the concept of how the congregation blesses debt as a means of growth?

There are always negative factions. The key issue is, if we perceive this as a negative time instead of perceiving it as what is needed to fulfill ministry.

I am surprised that we are going ahead with a campaign at this time.

Let people do what needs to be done and clergy should support it.

We want a clergy person who is committed to stay. (2)

This area is changing demographically.

If Chris leaves we might be dead in the water; this is his legacy and he makes a difference.

Stability of rectors is something that people want. There is a lot of angst. Chris's announcement is a shock. Some may feel he is breaking trust with the congregation. We love Chris. We don't like the idea of going through the pain of the calling process.

People will need to think beyond themselves and be open to new things and change. Look at the big picture and don't get hung up on small things that you may not personally agree with. The building needs work and we need to see this through.

There is a conflict between small and big church dynamic.

We live in a transient area.

This is not an affluent parish.

I don't believe in "build it and they will come". Physical space is not important, messaging is important. Create curiosity in the community.

There is not enough money around to fund a \$7 million campaign.

Currently, the plan is choir driven. There is no vesting room in the plans for youth and acolytes. All of this is causing a schism. Being more specific may help.

The timing is not good. Leadership is not stable here. This is the second Bishop election in four years that our rector has been in!

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

Comments:

Look at financing bond programs, creative financing and interest rates.

This is pie-in-sky. There are ways to consolidate this. We need to use cost-effective ways.

This needs to be either scaled back or tabled until leadership issues are settled.

Momentum is needed in the congregation.

The goal is not to prioritize. There is a significant option to leave out the chancel. No one knows this chancel, and it is too expensive and not part of the mission. We are expanding the kitchen when we don't need it. No one is asking for everyone to make a cut.

If we want growth, prioritize kids and young adult programs.

Priority number four is the worst buy in town because of the choir. If we left the organ and expanded the balcony we could still expand capacity.

What I heard is that we want to grow, but retain a small church feel. By moving the organ we are paying extra money. There is a lack of transparency in communications.

Wait for five years and then take another look.

Focus on people, not buildings.

Be realistic, focused, honest, and hopeful. Prioritize details. Find what is working and identify and mobilize.

What happens if we go forward and don't raise the amount needed? Can this money be repurposed?

We need to really know if there is a need before building. Build a need, create desire, and establish resources. Our attendance is lower, but I respect the faith aspect.

I have appreciated Chris's leadership and do not wish to bash the past.

I think we are confusing needs for wants. My perception is being driven by Chris and not the congregation. I don't fault him.

We need to identify two-thirds to three-fourths of funds available.

I think the village service is the greatest thing we have ever done. This is the only way to grow.

We have fewer people, so why do we need more space? We need more adult formation options.

Please condense the projects.

The clergy situation impacts the success of the campaign.

Leadership stating that last year was the most disappointing in the last 33 years does not create confidence.

There is no evident core of strong, continuous supporters of this initiative.

Consider doing what is possible. Don't let the perfect be the enemy of the good.

Drill down!

To afford this, we need to attract more givers or other income. Parishioners must understand that it will require more giving. We have to energize the congregation.

The sales pitch needs to be very visual.

We will need 100% participation by the vestry.

We should not have the mentality that it is a bad time. The needs are greater now.

I haven't seen an organization chart for our parish to be able to access resources, like these are the numbers and these are the people. We need measurables and metrics for these space concerns.

It is critical to resolve the clergy leadership situation. I am not sure we can do this with interim leadership.

We have a growing music program, but I don't want it to be the tail that wags the dog.

Demands on family time are great. We have a traditional mindset with worship. To expect a family to come at 9:00 and stay until 11:15 is unrealistic. Services should be less traditional and shorter. I feel the only way to grow is to be more aware of young families needs.

Try to be aware of possible knee jerk reactions. Somehow reach people at their hearts. Emphasize this isn't about the building, it is about glorifying God and helping others.

Open up more outreach, like after school for teenagers instead of just kids. Reach out to the community. Who in the community would be interested in giving?

Stress the need for why this is necessary and Eastern Shore Chapel's role in the community and with outreach.

If we do this, make sure a consultant is there to provide professional advice. Leadership is what will make this work. Involve people.

We have a strong love for this place and we want it to be here for our grandchildren.

Look at the project list and think about phases and reprioritize phases and reconsider.

We need to make sure the vision is not lost, regardless of whether Chris leaves. Individuals or groups should not be able to derail the vision and process. Leadership needs to take all views into account and not be held hostage by a few. I want to get going and finish this.

There needs to be a plan for upkeep if it comes to fruition, such as a maintenance or endowment fund. It needs to be separate from the program budget. There is not enough in the existing endowment.

Listen to the parish, not the staff. The parish needs to be the engine that drives this.

Be prudent and build confidence.

Invest in funding programs and manpower. Have offerings for church before investing in building.

Be more proactive. Be specific. The dollar figure shocked everyone. The full wish list is not practical. Be up front. The group is not keeping everyone informed.

Where is the priority? Be honest. You may hurt some feelings, but don't extend too much just to not hurt feelings or be impractical with the money.

Patience! Put this on the shelf and wait for a year and a half. Have the courage to take out a capital loan at a reasonable rate. Give it some breathing room. We need to do this for a lot of reasons, the future of the church and the next generation.

I am glad you hired the Episcopal Church Foundation. We need expertise in running a capital campaign of this magnitude.

Section Three:

Direct Mail Responses

Results from 226 Direct Mail Responses

Note: Not all respondents answered all questions.

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

182 Yes 41 No

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

102 Aware 39 Not Aware 82 Aware of some of the needs

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

61 Yes 57 No 97 Yes, but with some concerns

Comments:

I do not believe that, in today's economy and the decrease in Sunday attendance, this is the time to undertake such a campaign.

I am concerned about the timing related to the economy in general.

There are challenges with the economic environment.

The congregation is shrinking.

With the present state of our economy, it could be risky to start now. It might be more prudent to wait for a stable positive outlook for the future.

Check out the lives of those who go to church here. Some can not give money for many reasons. Yes, a small group might have a lot of money to give, but the church is and belongs to us all, not just a few that have a lot of money. The lack of money to give does not mean we don't with the best for Eastern Shore Chapel.

With the present state of the economy and poor spirit of the country, I feel this proposal for the most part is short-sighted and self-centered in a suffering world.

The total amount just boggles my mind!

If the rector leaves, it will be an unsettled time in the church. The campaign should probably be postponed for several years.

We are in favor. However, the timing of the campaign, as well as this survey, is not auspicious given the rector's very recent announcement that he may leave shortly.

Circumstances have conspired, in our parish, to neglect the validity of putting away money for long-term needs, especially considering the likelihood of expansion or the wearing out of essentials that must be replaced. It is essential for us to address the gathering of capital in order to go forward with our worship and our work in the community. I believe we need to address the absence of unrestricted reserves in some amount that would allow restricted funds a rest and time to grow, going beyond the simple concept of a balanced budget to thoughtfully addressing long-term projection of needs and being ready to meet them. In the course of that effort, I would hope we might find a way to better make do with what we have and find the better compromise between dreams and reality in the process.

Given the dire financial outlook for the Commonwealth of Virginia and the nation as a whole, this may not be the time to embark on such an aggressive project.

You have indicated a growing enrollment, but the service I attend (11:30) is very light.

Most of our parishioners are suffering economically and probably will continue to suffer for the next couple of years, at least.

Was the last remodel paid for?

We are updating the chapel again! Does this mean that we have to update every time we get a new priest?

Parking was not addressed.

Will the new parts look like the old or will they look new and gaudy?

Do you have guaranteed funding?

Do you have money set aside to help parish members in financial distress?

What have you set aside financially in case donations drop?

With the present economy, I think this is a poor idea.

The cost and size of this is scary.

The figure in excess of \$7.4 million will prove very difficult to achieve. Reduce the goal total.

The size of this goal seems unreasonable in the current economy.

I would be more excited about the plans if the economy were in a better place. I worry about having a capital campaign when everyone is struggling financially.

The economy is our first reaction as to why we are against this capital campaign being started now. I don't feel we have the means to raise such a large amount of money.

Our family has been members of Eastern Shore Chapel for over 30 years. I can not think of a worse time to be doing this building project. A capital campaign should be out of the question at this time. I mention the years we have attended to point out the fact that we remember a full church at each service nearly every Sunday. This is indeed no longer the case. Where they get a figure of 200 new families in the past three years is a puzzlement. We are not growing; we are losing people and becoming smaller.

The most shocking in the plans is putting the offices on a second floor in the back of the building! Many, many parishioners feel this way but are not voicing their objections. We are not in agreement with most of the plans.

The timing is not good.

Expansion should be more focused with priorities. Consider possible phasing.

I am enthusiastic about the worship space improvements. That deserves the central focus, in my opinion.

We believe that there is very little support from the more affluent parishioners to support these ambitious projects, most of which we feel are frivolous, unwarranted and definitely not needed, especially during the current downturn in the economy.

Expansion is not needed when we are losing members faster than we are gaining them, as evidenced by the Sunday service figures. I count the attendance at the 8:00 service one Sunday each month. Before 2005 we were averaging 80-90 communicants and now we are averaging 50-60. I believe this is a true proportion for the other services. Eastern Shore Chapel does NOT have the attendance figures or financial support to be a resource church and we should face this reality and stop trying to be one. We can't do all things for all people.

In spite of the extensive and exhaustive four-year expansion study, the Dream Teams have failed to convince us these projects are really necessary and they have not excited us into action!

There are so many people in the church against this; negative talk is all around.

I think the amount is too large, and I think the plan is inefficient. The plan in this leaflet is too small to read even with a magnifying glass.

I think the covered walkways are a waste of money, particularly because in rainy weather you are soaking wet anyway with the poor parking situation. Even the handicapped have to walk or be pushed quite a distance before nearing the building.

Eastern Shore Chapel has added on several times, always going out. The roof leaks and the ladies room is embarrassingly dirty and dingy, especially for guests and at special events. It would have been helpful to superimpose the plans desired over what is there now.

I wonder if you are asking for trouble putting a second floor over the center of the building where water will have to drain on two sides rather than one. Obviously, something needs to be done, but it seems to me that Eastern Shore Chapel has repeatedly added on in an inadequate manner and I am not convinced this is worth the money.

Yes, but a certain percentage of funding should be raised prior to commencement of the project.

There was a committee that worked on this project. Were there names purposely omitted?

It is too expensive and there is too much change.

It doesn't appear that membership is growing to support a capital campaign.

I am not sure if the difficult financial times will allow for the amount of money needed for the expansion.

This is very well laid out and presented.

Where will the church raise such a figure as stated in the letter? How good is the economy in Virginia Beach?

I feel it is a great and thorough plan, but I wonder about the funding in these economically stressed times.

I personally would not be able to contribute. I don't feel the economy has recovered enough.

The church seems to be shrinking as it is. I see no need to expand for what is not there.

This is not the right time or such an undertaking.

We are in a recession. Even if people commit, they may lose their jobs. They will not be able to keep their pledges for this project. Caution would be urged.

It is bad timing, not matter how many years this has been worked on.

As a former businessman, I am against conducting any capital campaigns now. Unless you are in business you have no idea how bad things are economically. Business owners are having a rough time now. The economic situation is not getting better as fast as it could because people are scared to death. Reports say that it will take another 5-10 years for our economic situation to improve. Whoever suggested Eastern Shore Chapel get into a capital campaign, in my opinion, did not do their homework. I know of one church in the area that started a capital campaign and now has trouble meeting its financial obligations. I strongly suggest we wait until things get better.

I just don't think there is a very positive feeling in the congregation at present. How can we justify enlargement when we are depleting in numbers and the fact that the rector is again being considered for Bishop?

Timing is everything. Economically, this is not the best of times. Maybe when unemployment numbers drop?

I am concerned with the recent trends of fewer pledging units and the slight decrease in worship attendance.

These are difficult economic/financial times.

The day school cannot function with only one set of bathrooms, especially if you are adding additional classrooms. Currently two sets of bathrooms are used and at times this is difficult! One larger set of bathrooms won't work.

Relocation or replacement of playground equipment is not addressed. This is very expensive! This would be required if a new drive and entrance are established for the day school.

Is the storage space from the attic replaced on the first floor?

I believe there were certain areas not completed in the last capital campaign and need to be finished.

The parish day school needs an upgrade.

I understand the need, but where will the money come from?

I think that with our current economy it would be wise to pay-as-you-go if possible. Most people that I see in business are finding their personal and corporate earnings down significantly. Money is tight and everything costs more, including construction. If the money could be raised and banked before construction and contracts signed, I think that would be the wise thing to do for such a large commitment.

I am sure the current economical climate has been considered, but I do think that may present some challenges in achieving the financial goal that has been set.

As everyone knows, our taxes are going to go way up.

I think this is a cart before the horse question. In my opinion (admitting that whether the proposed physical plant expansions are desirable and necessary is a question that may have already been answered affirmatively), the question of a funding vehicle comes after the question of a need to fund. Is the expansion necessary because we are unable to fulfill our mission within the present confines, or do we want to do more than we are presently? Perhaps I don't attend regularly enough to have a valid observation, but the 11:30 service is a ghost town. I often wonder why we expend the energy, physical, emotional, and spirituality to conduct it.

The current state of the economy is such that high unemployment and low dividend return on investments might prevent parishioners from fully supporting a capital campaign at this time.

These are precarious economic times and I worry about people not being able to fulfill commitments.

The economy is so bad at this time I don't think it is a good idea. Pledges are already down and I don't think most people can give more.

Is all of this needed at this time?

The congregation is decreasing. I do not see the need for such a large project

We need to have a long-term rector in place.

In this time of economic recession, layoffs, job insecurity, early retirement, international catastrophe (Haiti and Chile), and community needs, we believe a more conservative approach to this plan may be prudent.

We can't afford NOT to do this. The place is falling apart. Our choir, which is currently the largest and fastest growing group in the parish, is busting out of its allotted space. Groups have to sign-up months in advance to secure meeting space. The Food Pantry has run out of room to store non-perishables.

I truly believe that these improvements need to be made, but I just don't know how the money will be raised at this time. Personally, I will not be able to give what I would like to until the economy recovers and I start getting some more business.

This is not the time, with the economy the way it is, to be undertaking such an ambitious endeavor. I am surprised at the total cost and scope compared with the last capital improvement drive. I am also concerned that the cost per square foot is high. Further, I have not perceived that attendance at Sunday services has increased enough to justify this much expansion. The 11:30 AM Sunday service is often half empty.

I did not know of any plans until I visited there last weekend.

I am opposed to any expansion of the Parish Hall that involves the removal of that huge, ancient, beautiful tree in the front of the present Parish Hall.

With the recession ebbing away, it may be too much to ask at this time for more money.

It is a bad time to ask for more giving during these economic times.

Though we don't live near Eastern Shore Chapel any longer, we do still belong and support the church. The plans for the capital campaign look wonderful.

What happens if we do not get the full amount needed? Can these plans be done on a 'piece-meal' basis? What if we get the pledges, we begin construction and some of the large pledges needed fall through? Are there actually people in our congregation that would pledge \$1 million?

It's a tough time to ask for money but I think we should try.

I don't have a lot of experience with capital campaigns and am worried that \$7.4 million is a lot to raise from our existing parishioner base.

Not now -- wait a while.

It is not feasible in these poor economic times.

The economy is not in an advantageous position for a capital campaign at this time.

Start the campaign immediately. We have wasted over four years studying something that we have known we needed to do for over 20 years.

With Chris being considered for Bishop, and the economy, I'm not sure this is the right time.

At the present time none of the services are fully attended. While it would be to our advantage to have better space and facilities for our youth/teenagers, I feel that with the present, uncertain economic times it would be highly unlikely that a capital campaign would produce anywhere near the seven million dollars proposed. On another note, the choir, while producing exquisite music, with a wonderful choir director, has seemed to be the focus of quite a few expensive changes both in the recent past and now in the proposed major changes of the church building. We need to focus on the sub-teens and teens. There have been too many changes in their programs and not enough effort in having the dynamic leadership for them that we have had in the past.

The church membership is not growing at a rate that justifies the facility expansion program. In recent years, too much emphasis has been given to the choir which in turn has resulted in fewer people attending Sunday worship and education.

I believe the total plan will be unmanageable financially from the parish. Debt service would be too high.

It is bizarre that we are raising money, expanding our physical plant (+cost of upkeep) and the programs that go along with the buildings in the worst economic conditions in all of our lifetimes. The concept is nice, but to move forward at this time would be irresponsible.

I will concede that the parish hall and kitchen areas are cramped. I can't speak to the classroom spaces, but I know that most years there is a waiting list for the day school (although there were vacancies this year, I believe.) Perhaps those expansions are reasonably needful. However, I have never seen the church at capacity during a regular service, so I don't support that expansion/update. I like the church just as it is, and I love the existing walkway area--so quaint.

Every fall, this year being no exception, we hear sermons about pledging and giving and about how pledges are \$100,000 in arrears, etc. We heard this past summer about the parish's dire straits with parishioners being behind on pledges, so I stepped up my contributions. Even donations to the food closet and Thanksgiving baskets are down. How does responsible stewardship undertake expansion under those circumstances and in this economy? If I can't pay my bills, I certainly don't put an addition on my house.

Our rector is considering another position. It was my understanding during his search that he was committed to staying at Eastern Shore even if offered a position as Bishop. Even if he isn't called this time, his interest indicates a less than firm commitment to remaining at Eastern Shore should he be called again. If he leaves after work has been authorized, how many iterations of this capital improvement plan do we undergo until the new rector is satisfied that it supports his/her "vision" for Eastern Shore? Every rector wants to do things his/her own way, but I suspect this will cost closer to \$8 million in that circumstance once all the revisions and "oversights" are corrected. Is it fair to ask an interim rector to oversee this? How does an interim rector protect this congregation against cost overruns? Two, possibly three shepherds of this project will result in one big mess, one for which the congregation will pay once all the visionaries move on.

I think you have done an admirable job of breaking down levels of commitment.

Too many folks are not in a position to donate/pledge as much as they normally would. The economy is in a mess and there is no end in sight. Additionally, Chris has been nominated for a new position and might be leaving. It would be better to postpone a capital campaign for now and make do with what we have.

This is a very large amount of money. The rector has wanted the whole project or none at all, it seems. His all or nothing opinion is discouraging, not encouraging, in my opinion.

Economically people are not at an advantage.

We have concerns about the current economic times, that we will get going and not be able to complete the plan. It would be difficult to decide to do some now and complete the plan in the future because so much of it overlaps and many parts depend on the completion of other parts.

We fear that there will be lots of "dead" space.

It is not feasible to raise the amount proposed. Perhaps about one-half the amount could be raised.

Many of us are chomping at the bit to get going!!!

It's about time! Stop stalling. There will ALWAYS be issues to address, but nothing we can't handle.

The change to the worship space to accommodate one ministry, the choir, does not seem prudent. Currently the choir only sings at one Sunday Service and other occasions. Extending the transept seems more feasible and moving the organ again seems less than practical. I have concern about the second floor and elevator for the admin wing adding a disproportionate cost.

The number of pledging units has decreased in the past two years. It is difficult to meet the budget as presented to the parish. When our present priest came to the church, approximately \$150,000 was spent to refurbish the rectory. At this time we still owe \$123,000 on that debt. If that's any indication of how aggressively we can retire debt, it is certainly not a good omen. Additionally, numerous members have had their portfolios severely impacted by the difficult financial times we have been experiencing. For these and other reasons I do not think it prudent to undertake any building program at this time.

This is a LOT of money.

Because of the uneasy feeling I am getting with the economy right now, and because we have a rector who is not "fully engaged" in continuing his ministry at ESC, I feel that we need to reconsider the start of a capital campaign at this time. Once these two issues are resolved, I feel that the church/parish hall renovations could be done in "phases" which is something I could support. I remember hearing that the bank would only loan us money that was three times the amount of pledges... so that would have a great bearing on the ability to proceed and the sections that could be renovated.

I am concerned about the impact the country's current economic situation may have on the length of time it will take to start the project.

My concern deals with the enlargement of the sanctuary because space is needed for the choir. We currently have two services (actually three but generally there is not a choir at the 8:00 service) but there is only one service with a choir. If there are 90+ members why not two choirs? If there are indeed 90+ choir members, I understand the need for a larger choir room. I understand the need for space in Parish Hall. I understand needs for meeting space.

We should not be increasing administrative staff at a time when we are losing 20 percent of our membership. Also, commitment to youth services is not being honored. It may be a good time to build cost-wise, but not a good time to increase in size if our membership is not.

I believe we have to be careful not to commit the parish to an amount of money to be raised which based upon these uncertain economic times would be difficult to guarantee.

The scope of the building projects needs to be reduced.

The need is here, the people are here, and this place can do it if they want. The question is, will they?

What about immediate needs, like the A/C, roof, etc.? Is there money for these needs?

With our recent decline in active membership, more space has become available in all areas including and particularly the parish hall and worship space. There are also fewer members from whom to draw for a \$7.5 million capital campaign. The growing choir does need an expanded area, and we also have an increased need for funding for building repairs and maintenance. In conclusion, a significantly reduced budget for capital improvement is needed.

If the church is going to do this, we need to get on with it. Each year one waits only makes things harder.

I was much more active in the past and participated in previous campaigns. This is an acceptable plan, but seems much too ambitious and self-serving. Religious participation is evolving worldwide and this is just following past models.

Get spending under control. Monthly expenses exceeding income must control costs before a capital campaign.

With Chris potentially leaving, it is very bad timing.

I think that there are needs as outlined, but do not feel that this is the time to begin such a large project. I feel that there is too much unrest at present -- i.e. service schedule with unpopular 11:30 inclusive service, rector's possible departure. I feel that there are other solutions to fulfill the needs. There are a lot of 'nice-to-haves' included in the project.

4. 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
I. Parish Hall Enlargement	<u>73</u>	<u>81</u>	<u>38</u>	<u>13</u>	<u>11</u>
II. Administrative Area Modifications	<u>55</u>	<u>79</u>	<u>40</u>	<u>27</u>	<u>12</u>
III. Parish Day School Renovations	<u>77</u>	<u>80</u>	<u>31</u>	<u>8</u>	<u>19</u>
IV. Enhanced Worship Space	<u>89</u>	<u>50</u>	<u>45</u>	<u>23</u>	<u>9</u>
V. Covered Walkways	<u>25</u>	<u>52</u>	<u>95</u>	<u>35</u>	<u>8</u>

Comments:

If we are going to do it, it should all be done at once because it is all inter-connected.

I hope we keep the general flavor of our worship area. The lovely flagstone floor and the lighting are perfect. It would be sad if Eastern Shore Chapel started to look more like the banquet rooms at the Moose Lodge!

Why are we moving the organ?

I will accept the largest vote in favor.

In parish hall enlargement, 72 extra seats equates to \$26,413 each.

I feel strongly that the food closet area should be expanded.

Improve the kitchen facilities to bring them up-to-code.

Improve security.

The present size of the choir could be temporary.

I look forward to a relocated and enlarged organ.

Enlargement and modifications on projects I and II are insufficient to match cost. We do not gain a lot of space to meet increasing pressure of outreach services. For example, the food closet space is more conveniently located, but seems inadequate to justify cost. Surely there is a way to manage needed upgrades of the parish hall without it eating one-quarter of proposed cost. As for project IV, I want to see and hear the choir better and add some seating, but maybe it could be done with fewer aesthetics and dollars spent.

I think all of the areas need attention so we can meet the current needs of the church and prepare for the needs of the future. Our church must be more of a community center and resource for our local neighborhoods, as well as our city.

The chancel is in dire need of improvements, particularly the organ and choir arrangement.

I support improvements to the food pantry.

We need added rooms for teens, the food closet, etc.

Change the roof from flat to peaked.

The walkways should be covered and enclosed for inclement weather.

I do not feel right about making comments and establishing priorities. I like the church as it is, but I am sure others see needs that are important to them. I respect that.

The parish hall number is a very high price for the small increase in seating.

We have a wonderful choir and choir director who plays the organ beautifully and they so enhance our 9:00 service that I would love to see them moved from the pews on the left to in front for all to see them. This, to me, is the most important and outstanding need and improvement we need to make in our church.

Other than enlarging our church, I do not feel strongly about the proposed plans. I am not in favor of moving our offices to a second floor where no one will be seen or be able to greet you when you enter the front entrance.

Administrative areas should stay where they are and not be moved to the second floor where they will be removed from serving the parishioners and general public! A single receptionist at the door should not be responsible for answering all the visitor's concerns, especially if that receptionist is a volunteer.

Chapel contemplative prayer is not needed. The current one is underutilized. Instead, use the proposed space to expand or upgrade the administrative areas and needs.

We are in total opposition to spending any more money on upgrading, moving or tuning the organ, especially since we have spent so much on the organ in the past ten years.

All collected monies could be better spent in purchasing/upgrading the HVAC system and doing a complete over haul of the roof.

The building has repair needs and covered walkways are not a need, but merely a desire.

There is little interaction between the congregation and the school. Few families from the day school attend church. If we were to renovate the day school, there should be a focus on connecting the day school to the church. Does the church receive part of the day school tuition?

Why is enhanced choir space in the day school section? There is no connection. We need better choir space and if it were a separate entity it would probably be the first one funded.

The cost of the covered walkways is out of proportion with the rest of the project. Reduce the scope and size and I might not be opposed.

I don't feel the covered walkways are as welcoming or inviting, in my eyes. I like the side main entrance.

There would be a problem in the day school going from two sets of boy/girl bathrooms to only one set as shown. Significant amounts of time would be wasted for use of the facilities. We need two boys and two girls bathrooms. There is always a waiting line it seems, even now. There should be bathroom facilities on each hallway for children's program areas.

The parish hall enlargement is much too expensive for so little in terms of seating enlargement.

We like the enhanced worship space. By moving the sacristy and flower room you would free up space in the administrative area without the expensive modification involving a second floor.

The covered walkways are much too expensive for now.

We can renovate and improve the parish hall, but don't necessarily need to enlarge it.

I am only in the parish hall on Sunday's where the capacity is not exceeded.

Are there clear indications that these expansions are needed? When I attend church, seats are never taken to capacity except on holidays.

I would be more in favor of making gradual maintenance commitments only, just to maintain what we have and repair only when needed.

All of the above would be wonderful improvements, but if we had to choose only part of the plan, the areas where we are pushing for space are in the education and worship areas.

Having the choir sing from around the corner is awkward.

The communion rail serves too few at a time.

Other than for special holidays, we seldom bulge at the seams at any service. The day school does, however, need more space.

The parish day school is truly a ministry we provide that should be supported.

The kitchen can be used more widely to support expanded programs for the homeless and hungry.

The administrative offices and the parish book store need to be in the front of the church complex.

The covered walkways are a nice-to-have.

The parish hall very seldom reaches its maximum capacity to warrant this cost for 70 extra parishioners.

Why would you place administration on the second floor in the back? It needs to be easily reached, not hidden. That is bad public relations.

The choir does need more room.

The covered walkways would look nice and be helpful.

Walkways can always be added at a later date.

I don't want to sound negative, but my underlying question is whose dissatisfaction is motivating these expansions? Are we complaining that we can't worship well because we are squeezed too close, or that I couldn't attend on Sunday because the parish hall was too crowded? Are people saying they couldn't submit their pledge cards because the administrative office is too small, or that they got wet walking without covered walkways?

The day school should pay for its share of space.

I think that the church needs to direct more energy to education and outreach, hence less concern for worship.

Priorities I and IV were originally approved in 1987. We need to finish what was started.

High priorities for me are improvements for choir and pantry.

I can see a need for some small concerns within large areas, such as the kitchen or choir room.

I do not like the proposed change to put the organ pipes right up front. It would destroy the traditional, classic appearance, and Eastern Shore Chapel would then look just like any other church. I don't like the look of the covered walkways--very institutional--but some may think it is an improvement. I support the parish hall change in order to improve the food closet.

If the Sunday School rooms are considered as part of the day school renovations, I would say high for priority III.

Membership needs to grow before building expansion and renovations.

The worship area could be greatly enhanced and moving the sacristy and vesting area frees up some space in the administrative area.

If the cash flow from the day school would support debt, etc., it could make sense.

Covered walkways are not very attractive.

I am lacking information because I have not physically viewed over-crowding in these venues.

I believe a section of the worship space should include a section for families with small children. It would be a less stressful and less disruptive way to still be able to participate in each service.

I am not sure I like the idea of the administration being on the second floor away from the daily comings and goings of members and visitors.

The current plan for the church entrance does not present a welcoming, come on in feeling and am very reluctant to agree to a primary side entrance.

The dilemma is trying to decide which of the above would be top priority. If we don't have a lot of people attending church, it does not make sense to enlarge the sanctuary. Yes, it would be nice to have the choir up front in the nave, but I'm not sure I am in favor of moving the organ.

I understand the need for a larger parish hall. The administrative offices are **TOTALLY** inadequate. The day school probably needs some tweaking. The covered walkways would be very nice and of course are of a cosmetic nature.

They are all worthwhile projects, however the money and effort that goes into these campaigns takes away from dollars that could be spent on people and projects that involve direct aid to others.

Definitely not the worship space! Covered walkways are overpowering the beauty of our chapel! Our charm and quaint chapel is threatened!

Let's go!

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

Comments:

I feel strongly that the greatest contribution to the success (for want of a better word) of our church is its unique feeling of a country church. Big overdone churches are a dime a dozen.

Please bring back shelter cooking in the kitchen.

In terms of brick, mortar, space and rooms, no.

I would like to see a place made where we can provide for more services for the needy in our community.

Parking! (3)

There is no mention anywhere of maintenance plans for these projects.

The chapel pantry seems to be too small as outlined in the current plans.

Membership growth should be the primary focus.

It would be nice to have a smaller bathroom in the entrance to the church. If you need to use the bathroom you have to go outside to the parish hall which is very inconvenient.

I feel that the choir should be located in the back, liturgically correct, with their voices behind the congregation to assist in the congregations' participation in worship. After all, the choir should not perform, but be a part of the worship service.

There needs to be a stronger link with the leadership of the church.

We need a coat room in the church before you enter into the worship area.

General cosmetic issues, such as the women's restrooms; they are a disgrace. Most everything needs painting and updating.

Upgrade the media system in the parish hall.

Adult Education Sunday class space is our highest priority. Small groups are our way to resume growing, which will grow our pledge units.

Replace the flat roofs in the Sunday School and day school wing.

We need better areas for youth to gather on Sundays.

Present physical plant upgrades, such as HVAC and roofing need to be considered.

I would like to see changes that would enable our parish to be part of the rotation for overnight housing of the homeless for churches in our area.

Kitchen updates?

I believe a part of the worship space should include a section for families with small children. It would be a less stressful and less disruptive way to still be able to participate in each service.

Maintenance of current buildings that in some cases are over 50 years old is a concern.

What about some facility to let the homeless shower, etc.?

New roof, heating and cooling systems are needed.

I would love to see a senior center for living established.

Consider a realignment of pews so that more wheelchair/disabled are not relegated to the back or side.

In lieu of going ahead with the plans as presented, I think it is obligatory that we continue to care for the present building, keeping it in good condition by doing those repairs and replacements which are necessary and desirable.

Making sure the youth have spaces to participate in programs. Would this be covered in the day school renovation part? We need to concentrate on building up the youth participation.

The food pantry setup is crude and not included in the plans.

Children's services are not being addressed.

Do we have adequate storage?

Maintenance and repair of existing facilities including the kitchen area and pantry closet space are needed.

What part of this plan enhances community outreach to underserved people?

6. Do you know of other current or projected capital campaigns in the community that might impact the success of this proposed effort?

Higher taxes

Colleges

Wave Church

Private schools

Everybody wants money.

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

 1 Excellent 52 Good 135 Fair 35 Poor

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

 26 Improving 139 Remaining the Same 56 Declining

9. Does a proposed solicitation period for pledges in the spring of 2010 seem appropriate to you? (*Members of the congregation would be asked to consider not only a gift to the capital drive, but also to make an annual stewardship pledge. The reason to ask for both at once is to make the most efficient use of volunteer time.*)

 50 Yes 92 No 74 No strong feeling

10. Do you think a goal of \$7,403,562 (as outlined in the proposed plans) can be raised in gifts and pledges?

 19 Yes 92 No 110 Don't Know

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

\$1 million (3)

\$1.5 million - \$2 million (4)

\$2 million (5)

\$2.5 million

\$2 million - \$3 million

\$2,855,000

\$3 million (6)

\$3.7 million (2)

\$4 million (3)

\$5 million (3)

One-fourth of the amount (2)

One-third of the amount

Thirty percent of the amount

Half the amount (6)

Not even half, but it could go higher if one of the projects caught the fancy of a single donor.

It will take a combination of gifts, pledges and debt to reach the goal.

Much less; it seems like the campaign is looking for high contributions from a small percentage of parishioners.

We had a hard time getting \$3 million last time.

Are there any grants available from the diocese or any other sources?

This seems premature. Have we already decided the total amount should be funded?

Just enough to cover renovating the parish hall, without the addition of a second floor.

No idea, but I think that finding deep-pocket donors who support this entire plan will be difficult.

We can't meet the annual budget. How can we raise four times that for a capital campaign?

11. 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.)

126 Yes 27 No 69 Not sure at this time

12. 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>25</u> \$500 or less	<u>25</u> \$500 to \$1,000
<u>28</u> \$1,000 to \$3,000	<u>20</u> \$3,000 to \$5,000
<u>12</u> \$5,000 to \$10,000	<u>8</u> \$10,000 to \$25,000
<u>3</u> \$25,000 to \$50,000	<u>0</u> \$50,000 to \$75,000
<u>0</u> \$75,000 to \$100,000	<u>1</u> \$100,000 to \$250,000
<u>0</u> \$250,000 to \$500,000	<u>0</u> \$500,000 to \$750,000
<u>0</u> \$750,000 to \$1,000,000	<u>0</u> \$1,000,000 and above

13. 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.

- 11 Make a gift to your parish through a bequest in your will.
- 2 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 6.3% 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.

Don Clark	
Connie Cole	4
Bill Cox	
Kent Crooks	
Lee Davis	4
Jim Deppe	
Ann Dearman	2
Dave Dustin	
Felicia Flores	
Cindy Foy	
Don Gay	
Greg Gill	2
Betty Hall	
Christ Hebert	
Barbara Hull	
Bill Hunter	6
Tom Huxtable	
John Johnson	
Laurie Jones	
Connie Kellam	
Aubrey Layne	19
Jim Laurance	5
Julian Lipscomb	
Hank Marriott	7
Ann Onhaizer	2
Deborah Quam	
Jim Robinson	
Helen Sarrett	
Carter Sinclair	3
John St. John	15
Loretta Tate	
Henry von Kolnitz	
Ed von Schmidt-Pauli	
Martha von Schmidt-Pauli	
Rolfe White	3

Financially savvy individuals

Any vestry members

Use the usual folks, the rest will agree or won't feel welcome anyway.

17. Hypothetically, if you were a chair, whom would you select to serve with you?

Elizabeth Antanitus	
Elise Balcom	
Bob Balcom	2
Frances Barber	2
Bill Barns	4
Patty Bartneck	3
Cliff Bateman	
Joni Bateman	
Milt Beach	
Bruce Berlin	2
Nancy Best	2
Maridy Birkhead	
Alta Bower	
Ed Brown	3
Linda Brown	
Liz Brown	
Skip Brown	3
Susan Buchanan	
Steve Burwell	2
Don Clark	
Connie Cole	5
Bill Cox	
Carrollyn Cox	3
Les Cox	3
Kent Crooks	2
Paula Crooks	2
Lee Davis	5
Ann Dearman	2
Ellen Deppe	2
Jim Deppe	6
Jean Dewey	
Dave Dustin	2
Cindy Foy	
Ellen Gallup	7
Lewie Gayton	
Greg Gill	2
Betty Hall	
Christ Hebert	
Sally Herzer	
Mary Beth Highton	
Jim Hixon	
Lilian Howard	
Ed Hudgins	

Barbara Hull	
Bill Hunter	11
Johnny Johnson	
Susan Jones	5
Connie Kellam	2
Ed Kellam	2
Priscilla Kinley	
Marty LaGiglia	
Julia Lake	2
Aubrey Layne	10
Jim Laurance	7
Lou Ann Laurance	
John Lipscomb	
Hank Marriott	6
Bill Marzec	
Dan McCready	
Ann McDermitt	
Kate McGuinn	
Bryan Mitnaul	4
Babs Neff	2
Bob Neff	
Karen O'Brien	
Ann Onhaizer	2
Dick Poole	2
Brother Rutter	2
Meredith Rutter	2
Helen Sarrett	
Carter Sinclair	2
Larry Smith	
Stephanie Smith	
John St. John	12
Loretta Tate	
Linda Todd	
Henry von Kolnitz	
Ed von Schmidt-Pauli	
Martha von Schmidt-Pauli	
Grace Wall	
Rolfe White	2
Sally White	
Bill Wood	2
Nancy Wood	
Frank Wynne	

Anyone with an open mind.

Past senior wardens and a representative group of other active members in the church.

The committee should be relatively small, while including a diverse and knowledgeable group of parishioners. Ideally, there should be a parish member with degrees in architecture or engineering, someone with a finance degree and current experience, someone well-connected in the community for good outside resource contacts. I would choose several elderly parishioners, several with small children, several middle-aged, and several in their 20-30s. I would try to vary their economic status as well. Certainly our parish leadership should be included in the committee.

I would research the younger members of the church to be sure they are tapped to serve. We have some very smart people.

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

Comments:

The parish has a strong core group of very loyal and supportive people who are long-term members and who want to ensure a stable and vibrant future.

An improved environment might encourage new membership.

We have the ability to see ahead to future needs. We are capable of change.

We have people with imagination who can fundraise, as well as see a need (more) pressing and respond to it.

There is good stewardship, and a willingness to grow.

We have many faithful, positive, enthusiastic and hard-working parishioners.

We already have the space to expand.

We have a content and upbeat parish.

This is a strong church.

There is a need from different organizations for more space.

Our parish is large and active.

We have many young families.

We have an excellent music program.

There are a huge group of parishioners with absolute commitment to making Eastern Shore Chapel work, both as a place of worship and a place of mission to help its community and meet needs in places beyond Hampton Roads.

We have a leadership that continues to achieve goals by challenging old ways with new ideas, intelligence, patience, and civility.

There are many parishioners who strongly support Eastern Shore Chapel and its mission and are willing to provide their time and talents, as well as financial support in that effort.

Growth!

The spirit and desire of this congregation is a positive.

The chancel is a major positive. The parish hall would draw more weddings and events with these improvements.

We have dedicated individuals that have worked so hard towards the vision of Eastern Shore Chapel and the goals of the future.

There was a lot of enthusiasm from people at recent meetings.

Our little old men in white hats and shoes!

This is an active and engaged congregation.

We have strong clergy and vestry.

There is a long history in the community.

This is probably long overdue. With the economy down, it may be a great time to borrow. Hopefully we have seen the bottom of the recession and people are ready to open up their wallets again.

Increased membership means an increase in the use of the church's meeting rooms.

We need growth for outreach ministries.

Membership and excitement are on the rise.

We are a congenial community.

The church is growing which is wonderful.

Those of us who love our church love the beauty of it and the friendliness of the parishioners. Many of us are very close and caring.

We love Julia Ashby and feel she is a great contributor of all that is positive about Eastern Shore Chapel. Her teaching skills are outstanding, her sermons are outstanding, and she has a warm and caring heart for all of us.

The needs must be fully vetted with full explorations of each proposed area of expansion. I am sure there are reasons, but they haven't been communicated well! Social functions are inhibited due to limitations in space.

The church should be as good as new if all maintenance problems are correct.

We have the best church leadership that I have ever had the pleasure to experience and work with.

There are a group of members that really care for one another and the parish and the world at large.

We have smart and dedicated parishioners who love the community and fellowship of Eastern Shore Chapel.

I think we need to update the parish hall to accommodate larger groups.

Many have stable incomes.

Construction costs are relatively low, as are material costs.

This is an established, open, and giving parish.

We would be able to serve the parishioners and the community in general by having the physical space to grow our community in the future.

We have many, many talented and faithful members.

There are many active ministries which are growing rapidly.

There is a growing and involved youth group with strong leadership.

We love our church. We are a family and we want the best for our family. We want to entice new members with a wonderful facility.

There are many loyal, older congregants with money to give.

We would have a choir loft appropriate for the quality of the choir. At this point, they cannot be seen or heard beyond the first couple of pews in the nave!

The parish day school is very active.

We have a great choir and choir director who need more space.

There is, perhaps, higher than average per capita income/savings.

We would be able to better serve the needs and goals of the parish and the community.

There are many long-term members who are committed to the health and welfare of this parish and support the many activities that reach out to our community.

We have a strong and cohesive staff that love what this church provides for its members and people with deep need.

We are not the wealthiest parish, but we certainly have some very generous people that keep this place going.

Eastern Shore Chapel is well-respected in the community and the community is going to back the efforts of the parishioners.

There are a lot of parishioners who are most generous.

It seems that there is continuing growth of church membership.

This is a loving and giving congregation.

Our services to children and to the needy are two of our positives.

There is good theological education shared in worship and small groups.

We have a large pool of people to ask for small gifts, along with some generous big donors.

There are many hard workers.

There are faithful stewards of our church and grounds.

There is a desire to continue our outreach goals.

Some positives are the facts, the plans, the cost, and the Episcopal Church Foundation.

The improvements to the day school would be nice.

This is a large and wealthy community, with legitimate needs.

We have a great love for our church.

We have needed these changes for a long time. This community is active and has a lot going on.

We have a good reputation in the community.

We do have some church members who probably have enough retirement funds to be able to donate a good amount.

We are a relatively well-off group of folks, not as disadvantaged by the terrible state of economic affairs as many other communities.

Eastern Shore Chapel has been a part of this community for over 300 years and must be maintained and renewed in order to serve Christ and many more people.

A wonderful new facility would allow us to invite more people to learn about God's love for us all. We keep growing and expanding as a people. We don't want the physical walls to limit our growth.

Eastern Shore Chapel has potential to raise money, although now is not an ideal time to raise large amounts of money.

We have many multi-generational families committed to the future of the church.

The undeniable need and the loyalty of our core members are positives.

Our great education programs and beginning outreach programs are positives.

There is a rich history and a congregation of people who love it to the point of wanting to do whatever is necessary to make it thrive for another 321 years.

Our demographics are good.

Some people feel very strongly in favor of this and will likely also strongly support it. Some needs are very compelling, such as choir accommodations since we have an excellent, hard working choir, and will likely draw widespread support.

We have a rich tradition and history.

There are some strong ties to the parish.

Eastern Shore Chapel is important to us all.

The outpouring of Christ's love in both practical and expressive communications makes Eastern Shore Chapel alive, and a lively congregation which seems to be getting God's work done for God's people... all of them.

We have a multi-generational congregation.

The parish family works together very well for a common goal.

The church is a vibrant community of parishioners and provides an important service to our area.

There is some enthusiasm.

The relative financial health of the economy in Hampton Roads, as well as the size of the parish are positives.

We are not an upstart parish. We have longevity in our favor. We have a well-rounded mix of families, singles, and seniors. We have successfully raised capital in the past.

We have some good workers.

Our outreach would be better served.

The day school would be modernized.

The parish has some dedicated and generous members.

People here have been traditionally generous.

Eastern Shore Chapel has a long history and many long-term members. I have been a member almost forty years--my family joined this church when I was in elementary school--and I have seen the many changes made to the building and grounds in that time. They are remarkable.

The elderly folk of this congregation are truly dear and are very supportive of the church. They are probably its best donor resource. Most of the young families are pretty strapped right now. Paying mortgages, doctors, orthodontia, and college funds remain constants no matter what expansion the church plans and how bad the economy becomes. I'm sure that families would eke out what they can, but even committing to a pledge is hard in this economy with unemployment as bad as it is. I do have some support for expanding the day school area as another source of income for the church, at least, and the case might be made that a larger parish hall and kitchen might encourage more weddings and receptions as an income stream.

From a feng shui perspective, there is additional abundance, enlightenment and energy. You have done an admirable job of compiling information and presenting it.

God is our biggest asset. He leads us to make positive choices and to be a resource for the people in the community. His family will work together to make this a fantastic and more functional home for the members of Eastern Shore to continue to help one another, and to serve Him in the community here in Virginia Beach. We are fortunate to have a beautiful piece of property on which to expand. Many churches struggle with that need. This parish has thrived for the past 300 years because of the many people who work together as one. I am certain of success in any endeavor that we strive for.

We are doing many things in the parish. We need more space to support more staff to support the programs. We need more space so that a larger portion of the congregation can gather at one time.

There are people with money in our parish.

We all love Eastern Shore Chapel.

There is a lot of new blood that hasn't been asked to contribute to a capital campaign here before.

There are many good people who care about this place.

Membership is always increasing and the majority of new members are from moderate to above-average income levels.

There is deep caring for the church and its role in our community

Financial stability, lack of debt, and some desire to grow are all positives.

The property is well-situated and there seem to be a lot of members of the parish.

There are many parishioners who want the best for Eastern Shore Chapel.

There are great talents/abilities in many present parishioners to contribute to the work.

There may be some major donors in our midst.

A strong vestry will be needed and I think the current Sr. Warden of the vestry has the skills to lead.

There is a genuine need.

At the moment, it seems there is a pretty big division in the parish over whether this project is feasible or not. I'm not sure I can name a positive factor at this time.

We are a wealthier congregation than most churches.

There is a well recognized need for more staff space.

The people of Eastern Shore Chapel! While many do not see the daily need, I feel in the hearts of most a desire to create an environment and atmosphere where ministry can be accomplished.

The excellent information gleaned from the 4-Step process and a recognition that our facilities are inadequate.

I believe we all see a need for these renovations

There are many parishioners who love this church and would be willing to support a smaller project.

It is a large parish, but has a small parish feel. I believe it is also a growing parish (we are talking about this campaign because we are running (or have run) out of room.

I would think that, given the economy, construction costs are low. Also interest rates are low, should borrowing be necessary.

Due to the expansion of day school, perhaps there is a larger target market for givers, and maybe the day school parents could be persuaded to join Eastern Shore.

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

Comments:

I am just not sure that it is all needed. It is a little bit of overkill in some respects. Is the church really growing this much? I understand about the choir needs and the parish hall size.

The timing! (5)

The economy! (32)

Raising the money! (18)

Taking on too much debt!

It is a lot of money! (2)

The scope of the projects is much larger than anything done before at Eastern Shore Chapel.

I prefer to worship in a smaller venue.

Right now the financial situation of a lot of us retirees is not good. We all fear outliving our money!

There may be difficulty raising the needed funds. Some members view it as over-the-top when there are so many pressing needs in the community.

It is a nice, beautiful, and well-planned expansion, but I don't think we need it. We don't seem to have the demands for expansion as far as a growing congregation.

Many people won't even make an annual pledge. I can't see them being very generous to a capital campaign.

There are leadership problems.

There may be a fear of committing financially above/beyond the pledges. People hold tight to their purse strings when the economy has such fluctuations.

I hope Camps of PDS, choir room, or favorite ministry don't erupt and cause divisions.

Staying within the budget may be a problem.

There could be severe economic problems in the future.

We might have a new rector which might destabilize the church a bit.

The previous growth of our membership may not continue.

People go to church to worship, not to build when there is already a large building that was redone just a few years ago. Let us worship and not always be changing this and that; work more on worship.

If Chris leaves and we have to go through another interim time in our church it will be a problem.

I worry that the footing/foundations in the building will not support a second floor without serious reinforcement.

Money is tight for all.

Taxes will increase in the middle of the proposed campaign.

The current financial crisis in the USA is the main problem for the near future.

There is a lack of real need and a lack of enthusiasm in general throughout the congregation. We need to understand that bigger is not better.

Getting enough contributions in this poor economy will be a problem.

A lack of clergy leadership is a problem.

There is an uncertainty about whether the rector is staying. (14)

There is a lack of a large number of wealthy families who could be counted on for leadership size gifts.

We have an aging majority membership that is fearful this economic downturn changes their ability to be as generous as before.

We have a limited younger membership that is fearful of making longer-term commitments in time, talent, or treasure.

An unexpected change in clergy or staff leadership could sap energy from the project.

The uncertain lending environment in this economy, as well as the uncertainty of the economy's stability is a concern. But, I see this as an even greater need to do this so we can provide jobs in this area.

Problems will arise from the disruption of church life during construction, but I see the end result as being worth it.

I feel that the economic climate is not good for this project at this time and I do not see the urgency.

With the continued economic pressure, families may be more conservative in their pledges.

The possibility that Chris may leave and the uncertainty of an unknown successor are problems.

It may be an unattainable goal.

There is a lack of guaranteed money, especially in this economy. It is stupid and not a good use of scarce funds.

It is just not feasible at this time.

This is a much bigger project than I had anticipated.

Will we be able to heat, air condition, and maintain the extra additions? This should be part of the decision.

A report was given out in church today that of the 393 studies mailed out, only 30 have been at this point sent back in. Unless you receive a bundle, need I say more?

I honestly do not see our church growing. There are many empty seats at the 9:00 service. Why are we not attracting families and young people? I know there are not many at the 11:30 service, and the 8:00 service is mostly older parishioners.

The needs have not been fully explained. There are no specifics available. There are questionable priorities.

Nothing has been said about a physical budget increase for maintenance and upkeep, or for operating the premises. This should be answered before you start the campaign so there are no surprises later.

A lack of funds and committed participation from members could be a problem.

The parish is growing older and incomes are growing smaller.

To date, the congregation as a whole has not been convinced these projects are necessary.

If the priest is called to be a Bishop, then that would put us in a very perplexing and troubling position. The congregation does not need to go through another excruciatingly painful and lengthy search process as we did recently and have done before.

Are we going to have a rector?

It is too ambitious and the enlargements and additions are unnecessary. Given the state of the economy, I think this is a poor time to embark on a capital campaign. I need more details on the length of the pledge period and the type of debt. A prioritized list of additions/enhancements would be a better approach. What do we really need?

It seems many are fiscally conservative and may oppose the project vehemently.

We need to have a rector that will see the project through. Doing this with an interim rector could be a disaster.

Since we have fewer young families, we should not incur a lot of debt or we cannot attract them.

It is too big a project, and too expensive!

You may have a problem getting a large enough loan based on the level of our annual giving. (2)

Membership isn't growing substantially.

Pledges are down.

Many of our long-time members have participated in several prior campaigns.

The value of parishioners' investments at this time is a problem.

If Chris leaves after the March vote, then I think it would be hard to run this campaign with an interim minister and while the church is searching for a new one.

Your economic base is stretched now and if you give them more, they may leave.

Not everyone who could give, will.

There are some who resist change, not matter how great the need is.

If there is a change in leadership, this could lose some momentum and support.

You may have a problem prioritizing projects.

Offices on the second floor, no way! Changes in the chancel and the choir in front, no way!

The length of time for completing the work and cost overruns could be problems.

A negative atmosphere may split the congregation and turn some parishioners off. Some may choose to find a new church with a better atmosphere.

Church attendance is falling, especially with young people.

Ministry longevity is questionable to see projects to conclusion.

The state government is trying to reduce expenditures by \$2 billion, not increase them. It is closing state parks, defunding arts/culture, and firing lots of teachers. Timing is almost as important as location.

Covered walkways will detract from the otherwise great architecture that serves us so well.

Attendance is down and the need for a larger facility is not needed at this time.

This is too ambitious!

Besides the economy and widespread angst among the current membership, a capital campaign is a dead letter if the parish goes into a transition. If we are in an interim or about to be, I would actively oppose such a campaign.

There seems to be a division between the choir people and the education people. There does not seem to be a clear vision as to the purpose of Eastern Shore Chapel and what our identity is.

We seem to be of the mindset that we can't, and WE CAN!

So many people have worked so hard on this for years. The process was too long. It doesn't seem to have any momentum. I believe the recent news of the rector potentially leaving at this critical time in the campaign has negatively affected the program.

If we can't get the same level of pledging households as last year, how can we expect to raise an additional \$7 million in capital funds? If we don't raise enough money and are forced to take a loan because we have already begun the project, we will be then be behind the curve and could lose the property to foreclosure.

There are some projects that don't seem necessary, and if those are considered a low priority by many, it may keep the other higher priority projects from happening.

Financial funding; we do not desire the church going into long-term financial debt.

Many of us are not convinced that all of these changes are necessary or even desirable.

There are not enough people interested in donating (esp. with countries like Haiti and Chile now needing so much financial help).

The process has been mishandled from the beginning. It has been unfocused and cumbersome. People are tired of it.

Not raising enough money and having to take on large amounts of debt, working and worshipping around construction, safety of people volunteering in food pantry, and the new front entry being a considerable walk for people with mobility issues are all negatives.

The size of the project and its associated cost is staggering.

The lack of adequate clergy leadership is a problem. However, I think we should go forward anyway for the future of the parish. This project should have been done long ago. It is all of high importance.

The economy is unstable. People are not risking spending extra money. I'm also not sure of the need for some of the proposed items. I don't see the need for building a second floor for administration. We only fill the parish hall for the Auction Dinner or similar activities, which is rare. I wish we did fill it on Sunday mornings for Forum or Bible studies. The covered walkways are lovely, but one can always go from the front of the church to the parish building through the existing breezeway. It seems the zeal for the building additions has decreased. Be honest about existing conditions and needs. Are there really 200 new members in the last three years? The fact that we can't get pledges to cover the church budget leads me to think people are not open to this at this time.

Financial problems and too many unknowns at the present time!

I would say that the lack of enthusiasm for taking on such a huge endeavor in the present economic uncertainty is the major problem.

Membership is not growing. The number of pledging families is down. Family attendance at worship services is very low. The choir would further continue to overtake the worship service.

Membership appears to be declining.

The economy! It's a bad time to be approaching such a project. I do not like the idea of increased and long-term debt for myself or my church.

In its current form, this is a massive undertaking. I think it will be difficult to garner undivided support. Every parishioner will likely have reservations about some section of this project. The day school has little relevance for older parishioners. Many people like our beautifully simple, traditional, quirky church just as it is. Modernizing the façade and demolishing beautifully established landscaping in the process won't please others. A relative, who saw our church at Christmas for the first time, saw the proposed capital improvements and exclaimed, "But they're destroying the things I liked best about it!" So much for encouraging them to join the congregation! Predominantly, however, the timing is atrocious. Saddling the congregation with massive debt during a recession when we may have to conduct another costly search for a new rector could wreak havoc with the stability and Christian fellowship of this congregation. This congregation has had two brief years of peace after the turmoil of a long search. It is my perception that we lost congregants during that period. Will we lose more congregants because of construction? Then who pays the bills?

Fear and lack of faith are problems we may encounter.

The tough economy may prevent those of us that would love to financially support this project. Many people are unable to find suitable employment, while others are likely uncertain of the stability of their current employment.

Now is not the time to commence such a project, no matter how worthy.

The possibility of the rector leaving, not getting enough funds to fully fund all the sections, not enough collateral to borrow the remaining amount of money, and how to scale down the project – all problems.

First of all, we need to do more for our youth and young families. Our church is graying. While some of these people are older and can contribute, others can not. I took part in the Galilee campaign and soon after left the church for a host of reasons. I think sometimes that bigger is not better. I want the day school to have better facilities and I want Bryan and his music program to have better facilities. I want our administration staff to have better facilities all the while not ruining the "established feel" of a historical church.

A loss of some parishioners due to this may happen.

The nay-sayers! There are too few of them, but yet we succumb to their negativity.

Financial, uncertainty about future clergy leadership, and a lack of focus on how this project will serve mission outreach! This feels like too much money to spend on ourselves.

The status of the parish staff and commitment to provide strong leadership is a problem. Many people, including myself, are not wanting to put our money forth if we have an uneasy feeling about the leadership of our parish.

The economy will play a huge part-- contributions may be smaller, if at all, to fund the renovations/enhancements to the buildings. (However, we won't know until we try....I do know that we are having a hard time getting pledges committed for the yearly parish budget.) We need to grow as a church to have more members contributing/funding our efforts and I'm not sure that is happening.

The \$7 million price tag is overwhelming. It should be broken down into phases and approached in that way as to cost, timeline, etc.

This is too much to expect and much is not needed. Shelve the project.

All of our resources would be directed at this building project. I am more apt to support people projects.

We have an aging demographic who at this time is the financial foundation of the church. Five to 15 years from now I believe these same individuals who are so generous with their donations will be scaling back due to retirement and elder care issues.

Church attendance does not currently support expansion of the sanctuary.

I fear that money will be taken away from other immediate needs, like the roof.

Given a decline in membership and potential financial supporters, a financial campaign of this size is no longer reasonable or feasible.

A lack of economic support! We are unable to maintain the facilities we have now. How will we be able to be good stewards of a new facility?

Negative attitudes, chronic complainers, and shortsighted people are all problems.

Financing credit will be difficult to obtain. Get expenses under control NOW; they are exceeding monthly income.

The whole nation is just now starting to come out of the worst recession in 70 years, just starting to exit. I do not believe that now is the time for a capital campaign. For goodness sake, wait until the economy recovers and times return to an approximation of normal.

I think that there is too much unrest in the parish regarding service schedules and the possibility of our rector leaving. There are probably other things, but these are the two that I am greatly aware of.

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

Comments:

Can this project be broken down into phases if it seems difficult to tackle all at once?

Hold off. It is bad timing. The economy needs to improve. Wait until our clergy stops changing, moves on, or stops looking for their next calling. Our clergy foundation is not strong enough at the moment.

Be flexible, open and optimistic.

Our chapel does need some renovation, but not everything mentioned needs to be renovated, changed or restored. Many things in the interior need upkeep or need to be replaced. The exterior needs to be left alone, or at least kept in accordance with the current architecture.

Take it one part at a time, based on interest of parishioners and money that becomes available.

Find an alternative source of funding, such as grants or national organizational funding.

Wait until we know who the leadership is going to be.

I know I am not supposed to live in fear; I am forgiven every time I attend a service. But, the expansion will not pay for itself like increased rental space, or production capacity. We do it because we must and we can, not because we want to.

Enhance the worship space!

The secretaries and office staff need to be visible and available to anyone who enters.

Figure out why people are leaving.

Perhaps some small group gatherings as a lead-in to the actual campaign would be a good idea.

Postpone it altogether. It is not the time to financially overextend ourselves.

Leadership needs to talk to local business people and other churches doing capital campaigns. God helps those who help themselves. To help ourselves, now is not the time for a capital campaign.

I would design the church nave first. I like the drawing of the new interior. It is simple, elegant, and in keeping with the set-up of other Episcopal churches I have seen.

Reduce the maintenance costs of the older building and improve the productivity of the clergy and staff.

This seems like such a very expensive campaign in such troubling times, both financial and parish leadership with the possibility of having our rector leave us. That troubles me very much. I would not recommend going for all the projects unless we have pledges covering almost all of the financing needed.

Focus on membership growth and await more economic stability.

Why not start raising money even if there is no date for beginning. This may be an easier sell and money may actually be raised faster.

I have the greatest respect for everyone who makes Eastern Shore Chapel work so well.

Reassure parishioners that faithful, steady contributions do add up, that we can expand and improve without undue stress.

Look to the future; build it and they will come.

Be thankful for what we have and pray that God will be with us in many ways that only He knows if only we will listen to Him.

An excellent leader will know what to do!

Wait for the economy to improve.

Reduce the amounts for administration.

You might keep in mind that we have had a capital campaign with every new clergy. We have been members of Eastern Shore Chapel for a long time and there are fewer people in the 9:00 and 11:00 services than there ever have been. Interesting?

Everybody should increase their pledge.

We need more advertising of the project to bring everyone on board.

If we lose our rector, bring a new one on fast!

Try not to label concerns as negativity. Never think of compromise as failure.

Work hard to see that outreach and Christian education projects are disrupted minimally, the humans served by these are precious.

Emphasize our buildings, not just ourselves as our on-going mission to provide for future ministries. We need to be an oasis and refuge for our community in troubled times. We have the vision and confidence in our future.

Good luck!

Not now, with the economy!

Make sure we are not getting in over our heads!

There needs to be a very strong communication/marketing plan for this to be successful.

We are no closer to being financially stable than we were a year ago. Wait. What is the rush?

We should improve our present facilities and should not add on.

We should go back to the 8:00, 9:00, and 11:00 services and do away with the all-inclusive service.

I realize the need for expansion is great, but I feel the timing of such a huge project is very poor considering the economy.

Will the new administrative area be as easy to reach as where it is now?

I don't particularly like the design of the new chancel/choir area. I miss the windows. I think it looks very drab!

Listen to the parish family. Every person is struggling in this economy. I think the addition should take place, but not now. Our rate of success seems low right now. Do I want to contribute, yes, but I don't have any money for additional expenses.

You must sell this proposal first!

Be willing to prioritize areas and do less than the entire project if necessary. All or nothing seems a little too aggressive.

It is great the way it is!

Listen to parishioners; we are the church!

Sell the need for these projects to the people in the pews! Don't just give us a 30 minute PowerPoint presentation with lofty words and ideals.

Take the covered walkway and second story out of the plan.

I feel we should complete the chancel, parish hall, kitchen, and choir room portions and table the rest for a later time or a Phase II of a building campaign.

A strong leader and diverse committees are imperative in the success. Create a positive energy around the campaign where everyone feels a part of it. This is a good way to start.

Start with one project at a time, to begin with the parish hall and end with worship space.

We desperately need additional space for church small groups on Sunday morning.

This campaign cannot be undertaken without a rector who will be here from beginning to end. It's not fair to a new rector if there is any possibility of an interim/transition during the project's life.

The current leadership would be irresponsible to encumber a parish that has been largely debt free throughout its long existence. We have borrowed on a limited basis and repaid it quickly. Long term debt is unacceptable.

Phases should allow us to build the project in a reasonable period.

Our emphasis, both lay and clergy, should be first on growing our membership/finance base.

Come up with the DNA of who Eastern Shore Chapel is, therefore giving us a clear identity.

Scale back, pick some of the projects, and do the rest later when the economy improves.

We are constantly told that without growth comes death. This parish has survived for 321 years. Without these proposed improvements that will enable us to maintain and expand our current programs, we will stagnate and start to lose ground. Education of the members along these lines should create the enthusiasm to take on this project and do it well.

We should wait at least another two years until the economy has recovered significantly and then the chances of raising this kind of money will be a lot more likely.

Determine if this is an "all or nothing" proposal or if it can be scaled back or limited to high priority projects.

Consider the life cycle stage of the parish and of the community. Specifically, what physical maintenance burden we are creating for future generations by building an expansive, high maintenance facility, spread out over a vast land area.

We are too new to the congregation to be able to offer a good suggestion, but we want to support what the church is doing.

Start over with a vision, needs, and clear reasons for this undertaking.

Consider issuing bonds instead of conducting a capital campaign. Offer an interest rate on the bonds that would be higher than many savings vehicles, but lower than the interest rate the church would have to pay on a loan.

Wait for better overall economic conditions. My concern is that this is a worthwhile project that may be prevented from happening at all due to the current situation (once again, economic), whereas if we wait, people may feel more comfortable pledging the money. Another option is to increase planned giving.

We have the finest and largest music program of any Episcopal church in the area. They need space to continue to grow and remain vital. The chancel portion of this project should be done first as it impacts the most people. Completion of the chancel first would create energy and excitement for the rest of the project in ways that early completion of other aspects of the project could not achieve.

We have had inadequate space for many years. We need to think long-term about the future of the parish. Many costly repairs have been done, and many more will come if we don't act soon. Why spend so much to repair these old systems when we know that we should be upgrading and expanding?

Please think twice about borrowing a great deal of money. Repaying this cuts into programs for the church. I think we still owe a large amount on the rectory renovations five years ago. And now Chris might be leaving.

After a period of consideration and study, the leadership and those who have given so much time and effort in the planning of the various phases of the proposed renovations might consider prioritizing the changes and consider tackling them in phases. It is my understanding that it was decided early on that there was to be no consideration of doing this

Create a worship service that meets the needs of the congregation and attracts newcomers, especially the youth community and young families.

I think we should get our current budget in order and wait for better economic times. I am sure we have parishioners that continue to lose their jobs or are taking pay cuts or have had no raises in several years.

None; I think the problem has been well thought-out.

I think this was an awesome start. It is always important to listen to the opinion of all involved. Pray. Weigh all the options and get a variety of bids and ideas from the contractors.

Prayer!

Develop a long-term maintenance plan for existing spaces.

If some of this must be done, prioritizing each phase, establishing the ironclad necessity for each phase, firming up plans and drawings instead of "projected representations", voting for and accomplishing one phase at a time and paying as we go seems reasonable. It would take longer to accomplish the project; so what? A congregation that undertakes the adventure with ownership, approval, and fiscal self-control would be a more likely result. It might even be less costly with tighter oversight and less potential for loans. The current proposal screams cost overruns to me. I've built houses, and I'd never proceed with as little firm detail as I see here. I'm getting the uncomfortable feeling that I'm being hurried along to some unknown deadline for improvements I don't want, another dent in my budget that I can't afford, and motivations I can't fathom.

Every detail must be looked at to make the best decision. Maybe it should be done in small parts, one step at a time.

Will there be phases in this construction? Will it all be torn up at the same time? (If so, where will we continue to conduct business?) How long will this disruption/s take? Can we get a guarantee from the contractor that it will be done by a deadline and if that deadline is overrun, he'll pay the increase?

Go slowly with strong oversight: Recommend phased work, given the money available, phasing the work according to the following priorities (1) worship space (2) parish day school (3) parish hall (4) admin area (5) exterior walkway.

To move forward as soon as possible into our campaign is my suggestion.

Acknowledge the current economic conditions and reconsideration of the scope we can reasonably expect to accomplish.

I believe conducting this survey is an excellent idea. If the results indicate that there is sufficient support among the parishioners to continue with the plans as presented then that is fine. If there is a great deal of uncertainty and apprehension expressed and outright opposition to the project as I have at this time, then it should be postponed and reconsidered when the economic outlook is improved.

I remember when funds were being raised for the parish van... people could contribute to buying the steering wheel, tires, etc.--that was a great way to get people motivated. Maybe we could try something similar... (Some people love to have "rooms" named after them... if they contribute the money towards it). Once this survey is completed, you will have a general consensus of how people feel. I think the results should be presented so that transparency exists in our parish. We need to be kept informed of each step, to feel confident in our future investment.

Listen to the congregation. Be sure the negative comments/concerns are addressed immediately.

Address the needs of children and our teens and young adults adequately. Honestly listen to parents and don't negate their comments.

Think about downsizing the project. What has to be repaired, fixed, or replaced in order to meet standards?

As the psalmist says, "Fear is the beginning of wisdom." Be not afraid.

Listen to the members of the parish who choose to complete this questionnaire. Our leadership is not solid at this time nor is the economy. The large donors of the past are no longer with us. I don't feel that this project was created by a group of long-standing members who are familiar with the needs of the church.

My only suggestion is that if it is going to happen we need to get going, otherwise learn to live with what we have.

Consider taking one project on at a time. Get the parish hall done and paid for and then move on to the next item, for instance. That might make folks more comfortable with the process; it won't seem too ambitious and risky. (Not sure if it would make the costs higher though.)

Demonstrate that you can get monthly expenses under control and not exceed monthly income.

Just consider the economic times. In my particular case, my income is totally based on the economy. When times are good, I can do more. When times are not, my contributions will be limited.

I think it important to consider how we can live with what we have. I know the heating/AC systems and roof are in dire need of repair. It might be necessary to cut back on some programs to live within our present space but we cannot be all things to all people.

Section Four:

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

Results from 31 Personal Interviews and 226 Direct Mail Responses **Total of 257 Responses**

Note: Not all respondents answered all questions.

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

 213 Yes 41 No

Eighty-four percent were aware that Eastern Shore Chapel 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?

 123 Aware 39 Not Aware 92 Aware of some of the needs

Forty-eight percent of the respondents were aware of the capital needs of Eastern Shore Chapel. Another 36% were aware of some of the needs. Only 16% were not aware of the needs. This is an indication that the leadership has done a fine job of communication.

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

 64 Yes 65 No 117 Yes, but with some concerns

Only 26% are in favor of the campaign, with another 48% in favor with some concerns. Another 26% are opposed to the campaign. This is a sign that the church community is likely to support a campaign.

4. 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
I. Parish Hall Enlargement	<u>88</u>	<u>92</u>	<u>42</u>	<u>13</u>	<u>11</u>
II. Administrative Area Modifications	<u>66</u>	<u>89</u>	<u>45</u>	<u>29</u>	<u>14</u>
III. Parish Day School Renovations	<u>90</u>	<u>89</u>	<u>36</u>	<u>9</u>	<u>21</u>
IV. Enhanced Worship Space	<u>98</u>	<u>54</u>	<u>58</u>	<u>27</u>	<u>9</u>
V. Covered Walkways	<u>31</u>	<u>59</u>	<u>107</u>	<u>40</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.

I. Parish Hall Enlargement

264 High Priority 184 Medium Priority 42 Low Priority

0 Lack Information -13 Opposed to Project

Total Points: **477**

II. Administrative Area Modifications

198 High Priority 178 Medium Priority 45 Low Priority

0 Lack Information -29 Opposed to Project

Total Points: **392**

III. Parish Day School Renovations

270 High Priority 178 Medium Priority 36 Low Priority

0 Lack Information -9 Opposed to Project

Total Points: **475**

IV. Enhanced Worship Space

294 High Priority 108 Medium Priority 58 Low Priority

0 Lack Information -27 Opposed to Project

Total Points: **433**

V. Covered Walkways

93 High Priority 118 Medium Priority 107 Low Priority

0 Lack Information -40 Opposed to Project

Total Points: **278**

RANKING BY POINTS:

Parish Hall Enlargement	477
Parish Day School Renovations	475
Enhanced Worship Space	433
Administrative Area Modifications	392
Covered Walkways	278

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.

5. 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 including potential roofing needs. Several respondents suggested phasing the projects over time.

6. Do you know of other current or projected capital campaigns in the community that might impact the success of this proposed effort?

A few area campaigns were mentioned, but these should not affect the success of Eastern Shore Chapel's campaign.

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

 1 Excellent 62 Good 149 Fair 41 Poor

Fifty-nine percent of the respondents to this question believe the economy is fair, and 25% consider it good. Sixteen percent believe it to be poor, and one respondent rated it as excellent.

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

 36 Improving 155 Remaining the Same 60 Declining

Respondents indicated that the local economy is remaining the same, with 62% rating it as such. Another 24% believe it is declining, and 14% believe it is improving. These responses express caution about the economy. Typically, when people feel the economy is good, they are more apt to make gifts.

9. Does a proposed solicitation period for pledges in the spring of 2010 seem appropriate to you? (*Members of the congregation would be asked to consider not only a gift to the capital drive, but also to make an annual stewardship pledge. The reason to ask for both at once is to make the most efficient use of volunteer time.*)

 57 Yes 109 No 78 No strong feeling

Only 23% are in favor of the proposed timing. Forty-five percent were opposed to the campaign timing. Another 32% expressed no strong feeling one way or another. Given the state of the economy and the pending departure of the rector, careful consideration needs to be given to the timing of a capital campaign.

10. Do you think a goal of \$7,403,562 (as outlined in the proposed plans) can be raised in gifts and pledges?

 20 Yes 115 No 116 Don't Know

Only 8 % believe the goal can be attained. Forty-six percent have no opinion if it can be reached. Another 46% 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 too ambitious and needs to be revised downward.

11. 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.)

 153 Yes 29 No 70 Not sure at this time

Sixty-one percent would be willing at this early date to contribute to the campaign, while another 28% expressed that they are not sure at this time. Another 11% indicated a negative response. This is a positive response, and an indication that a campaign can proceed.

12. 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> 26 </u> \$500 or less	<u> 26 </u> \$500 to \$1,000
<u> 32 </u> \$1,000 to \$3,000	<u> 23 </u> \$3,000 to \$5,000
<u> 20 </u> \$5,000 to \$10,000	<u> 13 </u> \$10,000 to \$25,000
<u> 5 </u> \$25,000 to \$50,000	<u> 0 </u> \$50,000 to \$75,000
<u> 1 </u> \$75,000 to \$100,000	<u> 1 </u> \$100,000 to \$250,000
<u> 1 </u> \$250,000 to \$500,000	<u> 0 </u> \$500,000 to \$750,000
<u> 0 </u> \$750,000 to \$1,000,000	<u> 0 </u> \$1,000,000 and above

**Typical Gifts Essential to the Success
of a \$7,403,562 Capital Campaign**

Size of Gift	# Needed	Gifts Indicated in Study*
\$1,000,000	1	0
\$750,000	1	0
\$500,000	3	1
\$250,000	4	1
\$100,000	5	1
\$75,000	8	0
\$50,000	12	5
\$25,000	15	13
\$10,000	25	20
\$5,000	40	23
\$3,000	50	32
\$1,000	80	26
\$500 and below	Many	26

*Using the high range estimate

Respondents projected donations ranging from a low of approximately \$907,550 to a high of \$1,876,050. (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 \$7,403,562 as a primary goal.

13. 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.

- 18 Make a gift to your parish through a bequest in your will.
- 6 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 6.3% 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
- 2 Donate appreciated real property such as a house, vacation home, farm or business property.

13 Send me the *Ministry of Gift Planning* brochure which explains Planned Giving options.

5 Add me to the Episcopal Church Foundation e-newsletter.

13a. 25 Eastern Shore Chapel Episcopal Church is already in my will or estate plans.

Twenty-five 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.

14. If the proposed total goal of \$7,403,562 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?

48 Acceptable 119 Undesirable, but acceptable 77 Unacceptable

Forty-nine percent of respondents feel it is undesirable, but acceptable to assume prudent long-term debt. Another 32% feel it is unacceptable. The remaining 20% feel long-term debt is acceptable.

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

32 Yes 139 No 87 Not sure at this time

Twelve percent would be willing at this early date to volunteer. Another 34% are not sure at this time and may be persuaded to participate as the campaign plans are formulated. This is an average response at this stage in the process. Additional information sharing and personal invitations inviting volunteers to work on the campaign will be necessary.

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

Elise Balcom	
Frances Barber	
Bill Barns	8
Patty Bartneck	3
Cliff Bateman	
Joni Bateman	
Bruce Berlin	2
Nancy Best	
Edwin Brown	2

Skip Brown	
Susan Buchanan	
Steve Burwell	
Don Clark	
Connie Cole	7
Bill Cox	
Kent Crooks	
Lee Davis	7
Jim Deppe	
Ann Dearman	2
Dave Dustin	2
Felicia Flores	
Cindy Foy	
Laura Francis	
Ellen Gallup	
Don Gay	
Greg Gill	2
Betty Hall	
Christ Hebert	
Barbara Hull	
Bill Hunter	10
Tom Huxtable	
John Johnson	
Laurie Jones	
Connie Kellam	
Aubrey Layne	32
Jim Laurance	5
Julian Lipscomb	
Hank Marriott	10
Tom McAfee	
Ann Onhaizer	2
Deborah Quam	
Kevin Quinn	
Jim Robinson	2
Helen Sarrett	
Carter Sinclair	3
John St. John	20
Loretta Tate	
Scott Vollmer	
Henry von Kolnitz	
Ed von Schmidt-Pauli	
Martha von Schmidt-Pauli	
Scott Wall	
Rolfe White	3
Nick Wilson	

17. Hypothetically, if you were a chair, whom would you select to serve with you?

Elizabeth Antanitus	
Elise Balcom	
Bob Balcom	2
Frances Barber	2
Bill Barns	8
Joan Barns	
Helen Barrett	
Patty Bartneck	6
Cliff Bateman	
Joni Bateman	
Milt Beach	
Bruce Berlin	5
Nancy Best	2
Maridy Birkhead	
Alta Bower	
Ed Brown	4
Linda Brown	
Liz Brown	
Skip Brown	3
Susan Buchanan	
Steve Burwell	2
Don Clark	
Connie Cole	12
Bill Cox	
Carrollyn Cox	3
Les Cox	4
Kent Crooks	3
Paula Crooks	3
Lee Davis	9
Ann Dearman	2
Ellen Deppe	2
Jim Deppe	6
Jean Dewey	
Scott Dunill	
Dave Dustin	2
Russell Dyke	
John Fall	
Cindy Foy	
Laura Francis	
Ellen Gallup	12
Lewie Gayton	
Greg Gill	2
Betty Hall	

Christ Hebert	
Sally Herzer	
Mary Beth Highton	2
Jim Hixon	
Lilian Howard	
Ed Hudgins	
Barbara Hull	
Vicki Humphreys	
Bill Hunter	16
Dona Hutchins	2
Ed Hutchins	
Priscilla Jaffee	2
Johnny Johnson	
Susan Jones	8
Connie Kellam	3
Ed Kellam	2
Priscilla Kinley	
Vicki Kirby	
Marty LaGiglia	
Julia Lake	2
Jim Laurance	9
Lou Ann Laurance	
Aubrey Layne	18
John Lipscomb	
Hank Marriott	11
Bill Marzec	
Tom McAfee	2
Dan McCready	4
Ann McDermitt	
Kate McGuinn	
Bryan Mitnaul	4
Babs Neff	2
Bob Neff	
Karen O'Brien	2
Ann Onhaizer	2
Mike Pankow	
Chris Perry	
Dick Poole	3
Kevin Quinn	
Jim Robinson	
Brother Rutter	3
Meredith Rutter	2
Helen Sarrett	
Carter Sinclair	6
Larry Smith	

Stephanie Smith	
Herb Soles	
John St. John	18
Loretta Tate	
Linda Todd	2
Scott Vollmer	
Henry von Kolnitz	
Ed von Schmidt-Pauli	
Martha von Schmidt-Pauli	
Grace Wall	
Scott Wall	
Rolfe White	2
Sally White	
Nick Wilson	
Bill Wood	2
Nancy Wood	
Frank Wynne	

18. 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:

- Love for the church
- Generosity of parishioners
- Small church feeling
- Outreach in the local community

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

Comments were many and varied. Some highlights include:

- Economy
- Clergy Leadership transition
- Division on projects and needs
- Size of the goal

20. 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. Potential roofing needs were mentioned.

Section Five:

Conclusions and Recommendations

Conclusions

Awareness of Need

A majority of respondents (84%) were aware that Eastern Shore Chapel is considering a possible campaign, and 85% 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 Drive

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

Seventy-four percent are in favor of the campaign, although many have questions and some have reservations.

2. Sixty-one percent of respondents would give to the campaign.

Concerns

1. Only about 8% of respondents feel the goal is reachable. Forty-six percent feel it is too high. The remaining 46% had no opinion on whether this goal can be achieved. This is an indication that the proposed goal is too high.
2. While a few major gifts were identified, too few were reported at this early date to allow a goal of \$7,403,562 to be embraced.
3. Forty-five percent of respondents are opposed to the proposed campaign timing.
4. Only 12% are willing at this early stage to consider a volunteer position.

Influential Leadership

Strong leadership—both financial and volunteer—is absolutely essential for the success of any campaign. A leadership core is presently in place within the vestry. 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 financial and volunteer commitment. Additionally, it will be the challenge of the leadership group, in light of the clergy transition this summer, to maintain parishioner's confidence in their commitment to the project through increased communication, transparency, and their own volunteering for the campaign.

Gift Potential

Experience tells us we can take the average between the low estimate (\$907,550) and the high estimate (\$1,876,050) of the pre-campaign projections revealed in the Study and multiply by a factor of 1.5 when certain percentages and comments (such as revealed in this study) are attained. Thus the average, \$1,391,800, when multiplied by this factor (1.5) reveals a suggested goal of \$2,100,000. This recommendation is made factoring in the reality that additional gifts, not yet identified, will be forthcoming; hence the multiple of 1.5.

Planned Giving

A number of people requested planned giving information, and 25 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 generally did not endorse the proposed campaign timing of a spring 2010 campaign. 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.

Given the clergy transition in the near term, consideration should be given to revising the campaign timing, assuming a campaign moves forward. A solicitation phase commencing in the fall of 2010 would allow time to share the results of the feasibility study with the parish, undertake project revisions, communicate them to the parish, and set a goal for the campaign. Important decisions about how these projects might be accomplished in phases over time will also need to be considered and shared with the parish.

Recommendations

Recommendation #1

The information revealed in this Study suggests that a capital campaign for a Primary Goal of \$2,100,000 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 \$2,100,000 as the “primary” goal and establish a larger “challenge” goal, which would encourage the congregation to stretch to longer pledges—four 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 as 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.

A Final Word

The Episcopal Church Foundation thanks the leadership of Eastern Shore Chapel 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 Six:

Appendix