



November 22, 2017

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

Many thanks to those who helped coordinate interviews, mail surveys, write the tentative case statement, sort data and kept the process on track: Greg Naudaschuer, Phil Suter, Beth Healy, Joan Cunningham, Pam Everson, Madelyn Morris, Philip Huckins, Sally Steere, John Catlin, Christina Meinke, and of course The Reverend Jamie Hamilton and Gail Caron.

During the implementation process, we found friendly, concerned, and open communication regarding the proposed campaign and project plans. A total of 139 units participated in the survey; nine interviews were conducted, 34 responded to the mail questionnaires, and 96 responded to the online survey. This represents a total response rate of 57% 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.

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I. Tentative Case Statement	

## **Executive Summary**

After a period of discernment, and careful evaluation of needs, parishioners of All Saints', Peterborough, NH were surveyed through a Feasibility Study conducted by the Episcopal Church Foundation (ECF) in October/November 2017. The purpose of the study was to determine the willingness of the parish to support a proposed capital campaign to raise up to \$570,000 from members of the congregation for a parking lot, building repairs and upgrades.

All members of the parish were invited to participate in the feasibility study and 57% responded to the survey via personal interviews, led by the ECF consultant, direct mail, and electronic emailed survey.

Responses indicate 90% support among the respondents for conducting a capital campaign, although some have reservations. Study results indicate that 73% of respondents would contribute to a campaign at this time, but 21% are unsure at this time. 104 respondents indicated a range of possible giving or "no to giving", and 40 made no indication. But this is still a 42% response rate which is very strong.

By using the ranges of estimated gifts indicated, and applying a formula which takes into account as yet unidentified gifts, as well as other relevant factors noted in the responses, ECF recommends that All Saints' conduct a capital campaign to raise a primary goal of \$564,000.

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

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

*Section One:*

**Conclusions, Recommendations and Methodology**

## I. Introduction

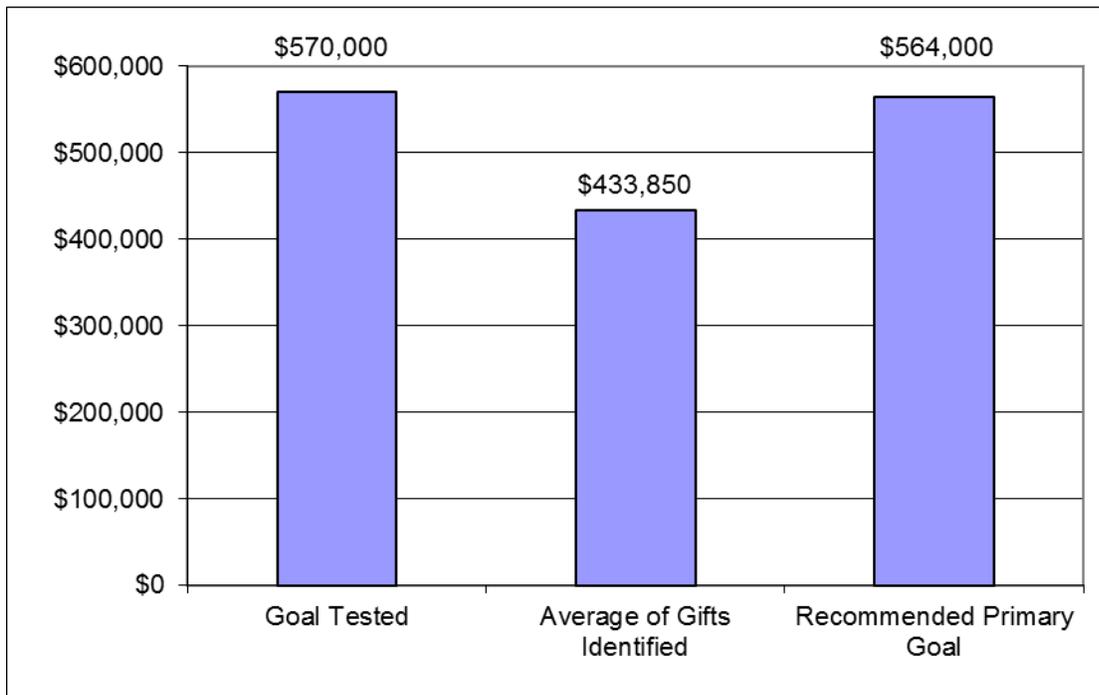
For some time the leadership of All Saints' Episcopal Church, Peterborough, New Hampshire, has been evaluating the parish's programs, facilities, and resources, and assessing the capital needs of the church. After much study and the involvement of many people, the Vestry authorized the Episcopal Church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

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

## II. Conclusions

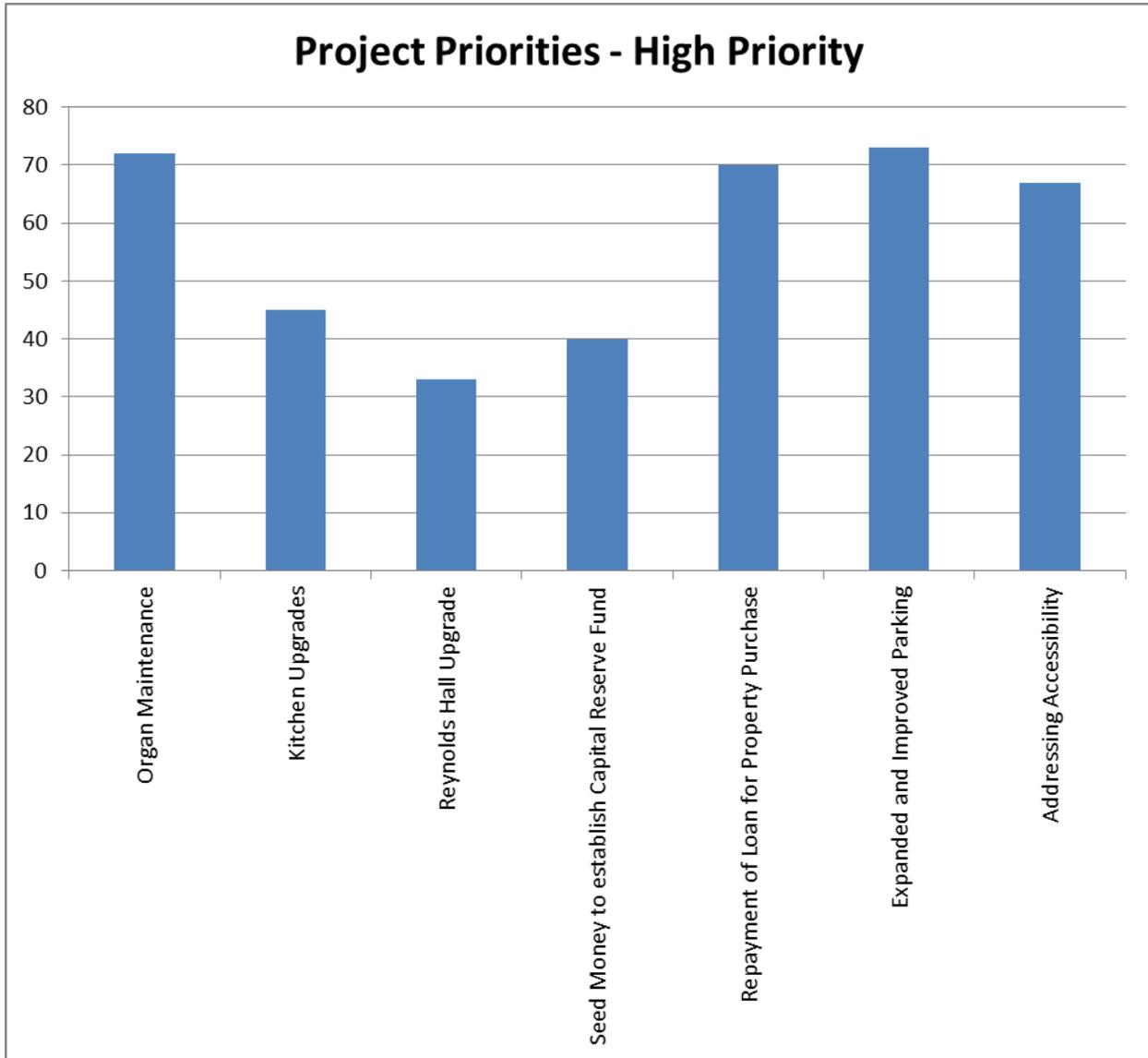
### Gift Potential

Experience tells us we can take the average between the low estimate (\$319,000) and the high estimate (\$548,600) of the pre-campaign projections revealed in the Study and multiply by a factor of 1.3 when certain percentages and comments (such as revealed in this study) are attained. Thus the average, \$433,850, when multiplied by this factor (1.3) reveals a suggested goal of \$564,000. This recommendation is made factoring in the reality that additional gifts, not yet identified, will be forthcoming; hence the multiple of 1.3.



## Awareness of Need

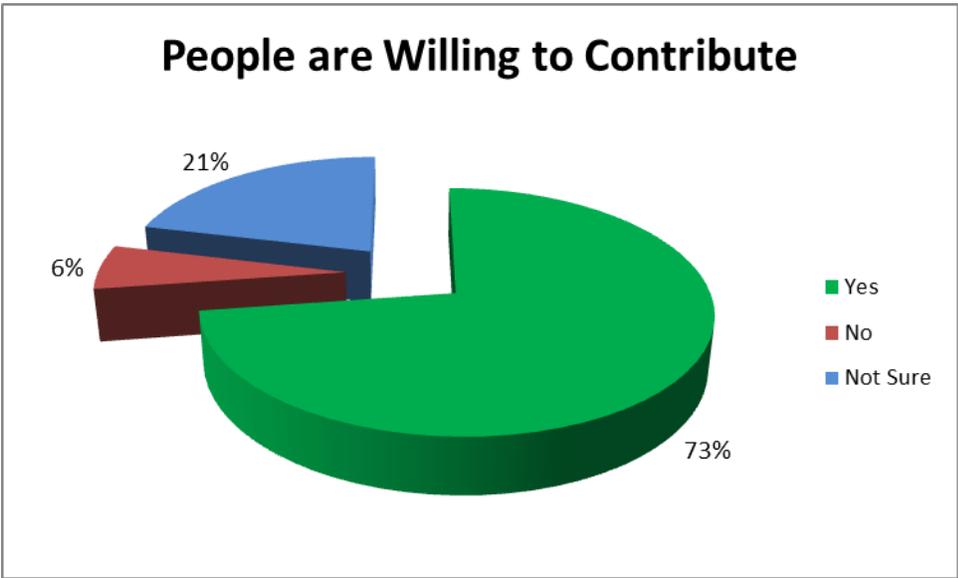
A majority of respondents (82%) were aware that All Saints' Church is considering a possible campaign, and 80% were also aware of some or all of the proposed plans. Of course, not all the items received the same degree of support. Present awareness of need is a positive; however, each project should be studied and prioritized with consideration given to the degree of support and the resources available.



### Interest in and Support for a Capital Drive

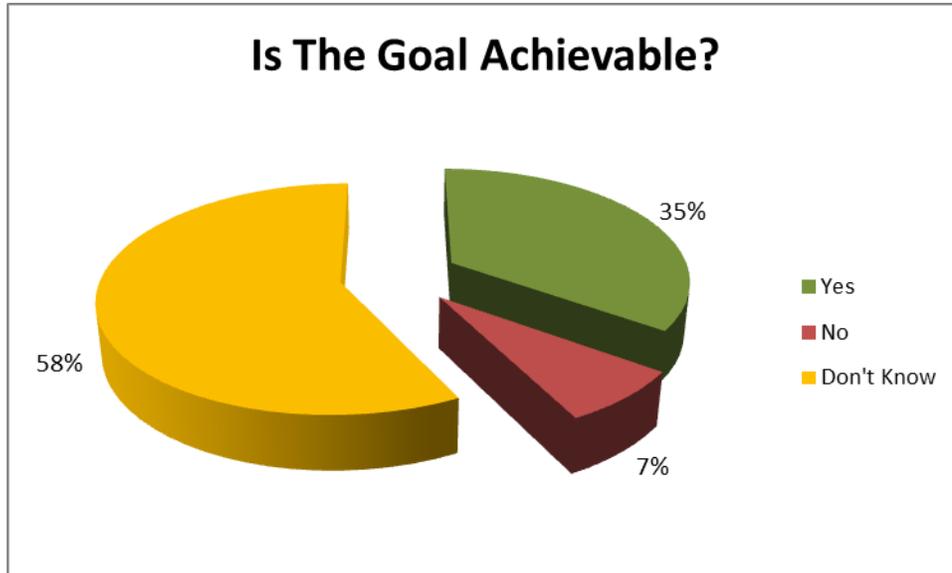
There is significant indication of support for the proposed campaign, but also signs that suggest caution. Positive signs from respondents include:

- 1. Ninety percent are in favor of the campaign, although some with reservations.
- 2. Only 9% are opposed to the proposed campaign timing.
- 3. Seventy-three percent of respondents would give to the campaign.

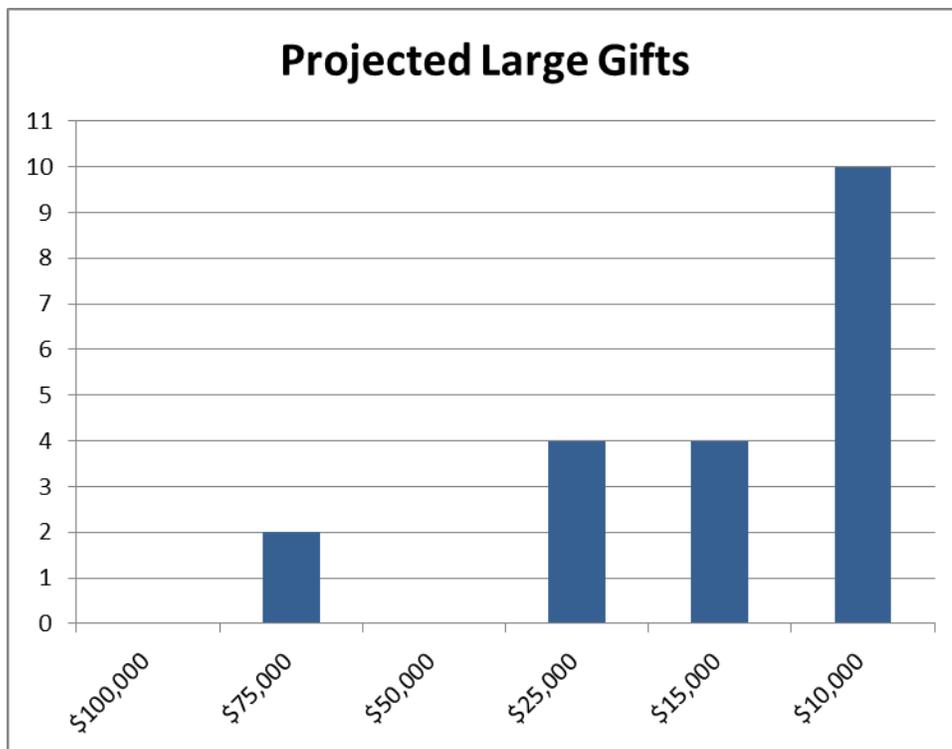


## Concerns

1. Approximately 35% of respondents feel the goal is reachable. Fifty-eight percent feel it is too high. The remaining 7% had no opinion on whether this goal can be achieved. This is an indication that respondents believe the proposed goal is too high.



2. A number of large gifts were identified.



## Influential Leadership

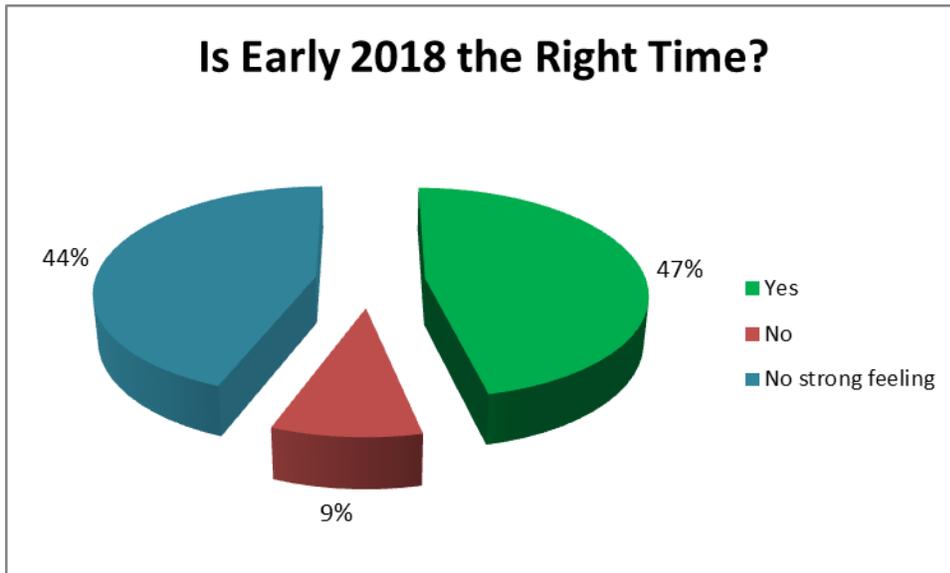
Strong leadership—both financial and volunteer—is absolutely essential for the success of any campaign. A leadership core is presently in place. It is the challenge of this leadership group to expand involvement within the parish, including other individuals who may have significant giving potential.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

## Planned Giving

A few people requested planned giving information, and 11 indicated the church was already in their estate plans. This is encouraging and suggests that such future gifts could be used to help build endowment or retire indebtedness.

## Campaign Timing

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



### **III. Recommendations**

#### **Recommendation #1**

The information revealed in this Study suggests that a capital campaign for a Primary Goal of \$564,000 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 \$564,000 as the “primary” goal and establish a larger “challenge” goal.

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

#### **Recommendation #2**

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

#### **Recommendation #3**

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

#### **Recommendation #4**

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

#### **Recommendation #5**

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

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

Months 3-4

Prepare for and launch the Congregational Gift division. Hold kick-off event. Begin personal solicitations and monitor solicitation efforts.

Months 4-5

Finalize all calls. Set up pledge collection and acknowledgment systems. Hold Celebration Event to acknowledge conclusion of the campaign and recognize the leadership and volunteers.

### **Recommendation #6**

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

## **IV. Methodology**

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

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

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

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

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

#### **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 nine interviews were ultimately conducted by Leslie Pendleton of the Episcopal Church Foundation.

#### **Phase III**

A mail survey was sent to 38 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 198 households. Included in the mailing was a letter requesting participation in the survey, the online questionnaire, and the tentative case statement.

## STATISTICAL NOTE:

- ◆ A total of 38 direct mail questionnaires were mailed to the parish community.
- ◆ Of those, 34 were returned: a mail response rate of 90%.
- ◆ A total of 198 online surveys were sent to the parish community.
- ◆ Of those, 96 were returned: an online response rate of 49%.
- ◆ Including the nine who were interviewed, 245 units were exposed to the study. Of those, a total of 139 units or 57% participated.
- ◆ Based on experience, this response rate is an excellent representative involvement from the parish community, lending credibility to the study findings.
- ◆ Of the total that participated, 40%, attend worship services one or more time(s) per week. Another 29% attend two to three times per month.
- ◆ Regarding the financial-giving practices of those who responded, the majority, 72%, are regular contributors with a written annual pledge.
- ◆ In importance of charitable donations, All Saints' Church ranks in the top five charities that respondents donate to with 57% rating it as such. Another 32% rank it as their most important charitable donation.

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

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

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

These elements are carefully reviewed in this report. The Conclusions and Recommendations Section of this report addresses the elements of success as we consider the readiness of All Saints’ Church 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 spelling of some names could not be verified against the parish directory.*

*Section Two:*

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

# Results from 9 Personal Interviews, 34 Direct Mail and 96 Online Responses **Total of 139 Responses**

*Note: Not all respondents answered all questions.*

## Awareness of Need

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

112 Yes    25 No

Eighty-two percent were aware that All Saints' Church is considering a capital campaign. This is a positive indication that the church leadership has prepared the ground for a major capital campaign.

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

61 Aware    28 Not Aware    48 Aware of some of the needs

Forty-five percent of the respondents were aware of the capital needs of All Saints' Church. Another 48% were aware of some of the needs. Twenty percent were not aware of the needs. This is an indication that the leadership has done a good job of communication but more widespread awareness is needed.

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

*Comments:*

Bathroom in the church building (including handicapped). (4)

Major maintenance needs such as exterior painting of three buildings, replacement of Reynolds Hall roof which in total would not be covered by the proposed capital reserve funds. (2)

Considering staffing needs, including the rector and associate rector's and staff to develop both adult and children's educational programs. (5)

Remove the tall pine trees from the sandy slope immediately above the church building before one or more of them falls on the church. (2)

I would like more given to the outreach ministry, especially Juarez. More is needed there. (2)

Add cushions to the chairs in the church.

Handicapped parking is not adequate for those who use it. I go home if it is full.

Front steps are a safety issue; the railing does not get you to the top three steps.

Signage!

Basketball court for kids to play.

Can we ascertain whether there is a mold problem in Reynold's Hall?

Make sure all bequests go into a fund for which the income only could be used for general purposes.

The old Parish House needs considerable updating of the bathrooms and kitchen. The floor in the hallway needs to be refurbished.

There is a critical need for better and safer disability access particularly to Reynolds Hall. This is mentioned but not clearly delineated. I don't see that resolved looking at the map provided with the Tentative Case Statement. It's still the same walkway access which is on a steep incline.

Repair of problems caused by moisture permeating walls and foundation of the Stone Church, as well as taking steps to elevate potential leakage resulting from accumulate snow and ice on areas of the roof.

We need a bigger capital fund. I can't believe that we don't have one now.

I wish we could have some kind of regular music at the Rite Now service.

Care of our Ralph Adams Cram buildings, especially our stone church, should be a high priority. The care of stone buildings is very different from the care of wood frame buildings.

Re-envisioning space in the church to bring the altar forward and to create a more comfortable (mental and physical) less hierarchical atmosphere.

Dirty air in church affects many, making it hard to breathe.

Giving to outreach programs as a consistent part of our budget.

Accessibility of the main church building (sanctuary), as well as (artistically sensitive) modifications/improvements to seating and choir stalls.

Upkeep of the church building.

Improved exterior lighting should be part of accessibility plan.

I wish All Saints' would get off being a trust fund church. I wish our endowment fund was used to minister to the greater community. I think it was unfortunate that a community center was demolished for parking. Our values and priorities as a parish family are off base.

The church needs to focus more on ministry and mission work. It seems sometimes more like a business.

Joining the church, a robing room, and a toilet.

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

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

81 Yes

13 No

37 Yes, but with some concerns

More than half, 62%, are in favor of the campaign, with another 28% in favor with some concerns. Another 10% are opposed to the campaign. This is a sign that the church community is willing to support a campaign.

#### *Comments:*

Questions about a campaign in general and the purpose.

We need to do it to meet the financial obligation we have already undertaken, but do our people have the resources to make the projected goal a reality? I don't doubt they have the will, just doubt the resources.

We'd prefer the total amount allocated for parking/property purchase to be est. \$300,000 (not \$460,000). We'd like the \$160,000 balance to be allocated to focus on (1) "addressing accessibility" (paths, walkways, signage, handicapped etc.); and (2) "Community Outreach & Service" where in addition to kitchen/RH upgrade, we'd like to see much more programs and initiatives, i.e. education, youth, as well as family programs, which could include partnering with other churches. We have some specific thoughts we'd be glad to share.

We think that this campaign is not fully scoped. This should be a \$1 million campaign. All of the listed items are admirable and while fully identified in the documentation clearly need to be completed. The one area that is completely missing is a vision statement and outline of why we should raise the difference between the \$570,000 and \$1 million for the endowment. It will produce an income that would address many of the variables of annual pledging that now occur which created the deferred maintenance issues in the first place.

I think that for the present, as nice as it would be to have the parking lots landscaped, essential planting be done but the area along the river be postponed for a future time when the money for it is available. Cleanup along the fence is ok.

Over the past years, many small and routine ongoing maintenance issues have not been conducted in a timely manner, leading to the need for even more significant repair problems. One of the proposals mentioned in the Case Study involves establishing and funding an ongoing reserve for larger maintenance needs to be accomplished in a planned proactive manner. This is key to developing an effective plan for maintaining our beautiful campus for the next hundred years.

There are always concerns with a capital campaign. If done well, though, it can position the church to be well maintained a decade or two into the future.

Is an organ that was made in 1980 truly "aging" 37 years later?

I believe that you are not asking for enough. It should be \$1 million over five years with an ongoing effort for planned gifts. It seems it's all about the parking lot. Why pay it off when the terms of the loan are so good? I see that some of the promise of rental income that was "sold to us" as a part of the deal did not show up.

Parking is definitely needed.

Overall, in our western civilizations, church attendance is dropping. Notwithstanding that All Saints Church attendance is robust, the future could see a change, a reduction in attendance, which could increase the proportion of debt to be covered by any one All Saints Church member. In addition, the deed transferring ownership of the church to the Bishop of New Hampshire at the Hillsborough County Registry of Deeds is conditional, requiring that the church forever be used for religious purposes even if there is no parish (congregation); this might reduce the attractiveness of encumbering All Saints Church with debt in the eyes of lenders. Finally, a large overhanging church debt may weigh down the can-do spirit of our church. In the past and in some jurisdictions, churches and private clubs have been treated in similar fashions. In these jurisdictions, a member of a church or club may be held personally liable for the debts of the church or club. In these jurisdictions, church debt ethically may call for the disclosure of potential personal liability to church members.

Is it feasible to raise that kind of money from our congregation?

I do not feel inclined to support a capital campaign at this time.

In the cottage meetings no finances were discussed. Organ and kitchen upgrades were not brought up.

Given the breakout for annual giving, we are concerned whether there will be parishioner support at the levels needed.

Spending so much money for asphalt seems unconscionable.

I think the parking plan is a good concept, but the details of the planting plan and new walkway are vague. Is hiring a landscape or planting designer part of the plan? This plan could certainly be improved.

I am aware that pledge income alone does not cover capital expenses and am mostly opposed to using endowment funds to cover capital expenses. Our proposed capital campaign is reasonable and responsible.

The plans as presented for replacing the driveway and for landscaping are elaborate and expensive.

I support the parking lot but not the rest. The cost of this campaign is enormous!

Some of the needs are a little excessive.

Pay off the existing loan first then do the next most important until totally completed.

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

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

	PRIORITY				
	High	Medium	Low	Opposed	Lack Information
a. Organ Maintenance	<u>72</u>	<u>43</u>	<u>15</u>	<u>0</u>	<u>4</u>
b. Kitchen Upgrade	<u>45</u>	<u>47</u>	<u>25</u>	<u>4</u>	<u>10</u>
c. Reynolds Hall Upgrade	<u>33</u>	<u>48</u>	<u>37</u>	<u>2</u>	<u>9</u>
d. Seed Money to establish Capital Reserve Fund	<u>40</u>	<u>45</u>	<u>33</u>	<u>1</u>	<u>9</u>
e. Repayment of Loan for Property Purchase	<u>70</u>	<u>36</u>	<u>11</u>	<u>7</u>	<u>6</u>
f. Expanded and Improved Parking	<u>73</u>	<u>37</u>	<u>12</u>	<u>7</u>	<u>3</u>
g. Addressing Accessibility	<u>67</u>	<u>33</u>	<u>18</u>	<u>2</u>	<u>10</u>

*Comments:*

Organ - Is not taking care of it going to cost a lot more down the line? We don't want it neglected but think it sounds good now.

Seed Money - We used to have a line item in the budget for building reserve then we got a second clergy and it never came back.

We need to portray the parking lot as something everyone wants and supports, not just paying back debt.

If the old parking constricted our growth, let's get it done so we can move forward in a vital way.

G. - High only if it includes signage.

Need more information about the memorial garden.

Extra handicapped parking is needed beside the church. (2)

Reynolds Hall upgrade description has no substance. We shouldn't send good money after bad on the way too expensive and ill-considered parking lot . Just leave it as it is. Do a fund drive for the kitchen upgrade only.

I do not see outreach here.

What's with the mottling of plaster high up inside the church, about the nave?

Should be an organ/music endowment fund for maintenance and upgrades and future replacement kitchen upgrade only if you can find a caterer to use it to cover costs. After Ivy the need may be different. Also charge groups that use it. It is more important to have AC for maximizing the use. Do we need to have fancy landscaping? We never did before. It is the church that needs handicap accessibility.

Expanded outreach programs/ministries and growing the church base in the community is a high priority for us so I support all efforts to enhance our access and service to the community.

A). This is important however, there is a well-funded music account, and it is possible that one person could make this happen.

B). This is important, and it will help the church to generate revenue through rentals.

C). The slate in the front hallway is nice, but presents maintenance and wear problems and the coat closet should not be a storage area.

D). This is probably a good fund to have in place, but it needs to have a companion program where parishioners are encouraged to name the ASP Capital Reserve Fund as a beneficiary of bequests and other estate planning related gifts.

E). It is always good to pay off debt however, from a priority perspective, if the terms of the loan are reasonable, it may be better to pay off the loan over time rather than to simply expunge a debt.

F). The most important aspect of the "expanded and improved parking" is to fulfill the conditions of the permits issued by the town. To the extent that the landscaping and other amenities are needed, that should come from bequests or unanticipated gifts received by the parish.

There seems to be no plan, suggested layout, or rationale for the Reynolds Hall kitchen upgrade. Perhaps a professional food service consulting and kitchen design service could help.

G). Ensuring that there are safe pathways and other means to safely cross Concord Street, not only on Sundays but during other times of the week and nights when crossing from one side to the other, when the traffic goes very fast and there is absolutely no way to signal that pedestrians are in the roadway. Signage directing people to offices, rest rooms, and various buildings is essential as is accessible parking at the church parking lot.

High priority for me is improving safety in crossing the road - especially in the dark.

These needs are all part of what it means to be part of a spiritual community. Given the age of many parishioners, accessibility to worship is important. We also feel that serving our community is key and thus the kitchen and Reynold Hall are important as well.

Seems that what Reynolds Hall really needs (in addition to kitchen upgrade) is an elevator. That doesn't seem to be on the drawing board and the RH improvements listed in the case statement seem like pretty window dressing, but not critical upgrades/fixes.

G). There needs to be a stairwell from the front of the new River Center parking lot (Concord Street side, from what was originally under the NE corner of the now removed building) up to the proposed ADA pathway near the Concord Street end. This will give direct additional access to the front of Reynolds Hall and the Concord Street crosswalk.

Music is an essential part of the service and should come first.

There is no "fluff" here.

We were told that the two houses on the property would be sold off to pay back the loan. One has been torn down and the other hasn't been sold.

A rain garden to protect our river from runoff needs to be planted ASAP.

Where is outreach in all of this? What would Jesus want us to do with our money that we raise?

An urgent need for AC in Reynolds Hall.

**6. If the proposed total goal of \$570,000 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?**

36 Acceptable    70 Undesirable, but acceptable    24 Unacceptable

More than half (54%) responded that it is undesirable, but acceptable to assume long-term debt; 28% said it is acceptable. Another 18% responded that long-term debt is unacceptable.

*Comments:*

Isn't there a large endowment that could be used for some of the goals?

The parish should not go into debt or invade the endowment.

Pay off the current parking lot loan from endowment.

There is money there. Go get it. Don't burden future with debt or do only what you have the immediate funds for.

Only do what membership is willing to support.

We hope that we can achieve the funding goal of the campaign, as it would demonstrate that the parish is fully supportive of the effort.

Not ideal, but if that is the only way...

The focus of the campaign should be paying for and developing the property already purchased. If the goal of \$570,000 is not reached, other wants should be put on hold.

There is an old saying the churches should never "burn the mortgage". Makes people feel like the work of fund-raising/giving is completed.

Oh you of little faith!

If we are going to do it, this is the time when the cost of money is low.

Prudent is the key word!

Generally one should pay off one debt before assuming another.

How about using some of the many pots of money ARA designated funds in lieu of a loan?

One thing at a time.

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

*Comments:*

The parish can be very generous; a tradition of charitable giving in this congregation. (6)

Good leadership. (7)

Jamie! She can attract new people and there is great support and affection for her. (6)

We all love this church and these things have to be done. Enthusiasm for the church goals and projects; support. (19)

Congregation that truly values the church (ministry, community, and campus). (3)

Stable or slowly increasing congregation; growth. (7)

The opportunities for people to be involved has built enthusiasm; lots of positive energy. (5)

We are a beacon of physical light in the community and we need to continue. (2)

Music program is great. (2)

Some wealthy parishioners; many people with means to contribute. (7)

Good programs within the community. (2)

Desire to use the buildings more with easy parking. (4)

A well run and managed process. Good stewardship. (3)

Parishioners are loyal to All Saints and likely to be receptive. (3)

Devoted and committed membership. (12)

There hasn't been a capital campaign for a long time. (2)

The church's history. A beautiful and historic space that people appreciate. (7)

The cottage meetings were a great way to get peoples' input and engage them in the process from the outset. The communication has been steady and consistent. (4)

All Saints' is an institution in Peterborough. People know the building whether they attend services or not. A wide appeal may be very effective. (3)

The celebration of our Anniversary. (2)

Juarez project attracts youth to the church.

People love the buildings.

People are good stewards of their own properties and we are not proposing any excessive projects.

Rebounding stock market. Improving employment rate.

We have a healthy parish.

It makes sense!

Better support for the Tuesday evening Soup Suppers.

Services options - Rite I, Rite II and Rite Now.

We are hospitable to people with varying worship styles.

Our congregation includes good programs for children. Adult education is strong.

Prayer and spirituality are nourished and encouraged. Outreach and community connections are strong.

The gifts of the laity are put to use in all parts of parish life and outreach.

A rich history of past support and strong legacy, strong spiritual leadership and dedication, a strong pride in the beauty of the campus, strong support and desire for increasing outreach in the community.

All Saints Church has a can-do spirit.

The congregation is impressive in the number of different people actively involved in different ministries, as well as the level of faithful attendance and participation.

A beautiful foundation to build upon for the future.

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

### *Comments:*

It's a lot of money! (4)

Ability to raise this amount of money. (11)

Many people on fixed incomes with limited ability to give. (4)

There are a large number of retired parishioners and a number of fairly young families, but not many people in the middle. (4)

People already contribute all they can to the church. (2)

Other high financial priorities for people. (3)

The big deep pockets (to fund big projects) have long since passed. (2)

There is always the possibility of unforeseen expenses; underestimating costs. (2)

Lack of support, enthusiasm, and understanding. (7)

Balancing this campaign with ongoing stewardship. (4)

Prioritizing the projects may be difficult. (2)

Some of the costs seem too high. (4)

Competing capital campaigns. (4)

Demographics- what's the future? (3)

Nothing for Juarez; no outreach. (2)

We've had three major projects over the years and we raised the money but the work had yet to be done. Paying back for something already done is not as compelling.

We don't have a huge parish and church going is fading.

I have heard some grumbling whether the parking lot is necessary for two hours a week. We need to stress how the parking lot will be used throughout the week.

People still don't know what's going on even though it has been communicated repeatedly.

We don't have a lot of corporate jobs in the area so I wonder about capacity for people to give.

None of the projects are terribly exciting.

Not a clear sense of purpose for the whole campaign beyond the parking lot.

The project is looking for much too much money, basically to support a bad decision and to make it even more costly to the parish, while not putting enough aside to properly maintain the buildings on a long-term basis.

Further divide between the Reynolds Hall vs. Stone Church factions.

It is too ambitious.

You're asking for a lot of money. I think parishioners will expect some data showing that the church community is growing to justify expansion and investment.

Running a capital campaign can be an exhausting, all-consuming process. What is the plan for protecting our relatively new and definitely gifted rector from burnout?

We appear as if we are a wealthy and entitled church with less outreach than I would prefer.

All Saints Church funds entrusted to the Diocese of New Hampshire for investment services dramatically under-perform compared to the investment performance achieved by the Diocese of Eastern Massachusetts. This places an unnecessary financial burden on the members of All Saints Church. Perhaps a liaison with the Diocese of Eastern Massachusetts could result in much better investment performance.

Perhaps some feeling that debt was taken on in hopes that a capital campaign would pay for it later.

Lack of faith.

Charitable giving is suffering right now as a whole and many people are leery of making long term commitments to anything financially.

Lack of transparency about design. Is the entire design done by volunteers? If not, who has been hired, and for what kind of fee? I am concerned about the look of impropriety if the chair of buildings and grounds has been hired to do work for a fee. Also is someone designing the kitchen upgrade? Is there any oversight committee? Is it Buildings and Grounds? This really needs to be clarified.

That our new parking facility will become free, long-term storage for broken down autos, recreation vehicles and travel trailers.

The problems of a several year project.

It is ludicrous to spend \$400,000 on a parking lot! We already had access to most of the parking without purchasing it.

Money spent on unnecessary projects.

The church and house sharing a driveway.

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

*Comments:*

Keep communicating. Always and often is helpful.

Pray hard!

Make the decision and go for it.

Help people see the need for these projects- examples “if you were in a wheelchair how would you feel about coming to our church?”

Have a session with Jeff Fuller to show them what the organ needs.

Clearly communicate the financing to date.

Define who we are to attract others- excellence of music, preaching, committed members- “love in action”.

Make sure you present the other things that were identified in the cottage meetings. Our vision for the next 100 years cannot just be about the buildings. What else are we going to do?

Keep up the tone of the annual campaign and the joy of giving.

Keep Jamie involved in the mission conversation and link to the capital campaign.

Consider allowing/encouraging advanced payment of donation if Federal Income tax law might change to disallow or impose caps on charitable gifts.

Publish a primer on the mechanics of donating appreciated securities to the church.

Because you want to reignite the enthusiasm for the parking lot. More cottage meetings to let people know that it is not a done deal. Transparency about what the vestry is thinking and why. Ask people what they think about these ideas.

Be realistic about campaign projections. Distinguish between needs and wants. Pay attention to what the Holy Spirit may be saying.

Contact parishioners who have moved away to make memorial gifts.

I think it is equally important to have a robust planned giving program at All Saints' Parish.

Give more detailed information about the projects chosen for fundraising.

Don't be in a hurry to accomplish all the projects at once.

Move forward with the campaign. If the goal is not realized, use the money which is raised to do that which is deemed most important and lay aside the rest of the projects for the future, maybe as soon as in a year or two.

Possibly providing parishioners with another opportunity for feedback following summary report of the Case Study Report to the parish. This would enable parishioners to reflect on the collective results and provide additional feedback to be considered should a capital campaign committee be formed.

We need more for church school curriculum and Juarez.

Be bold.

I think it's important to continue to keep the vestry filled with people representing a variety of backgrounds and ages, to better reflect the church as a whole. It may also be helpful to have a longer timeline to raise the money.

I think they have been good communicators and have given lots of opportunity for members to voice their ideas - keep it up.

Know your constituency particularly their interests and their ability to help fund these projects. Young families need to get involved.

A solid liquid contingency fund.

I thought that we were still only CONSIDERING a capital campaign.

Have faith and believe in the work. It's for the next 100 years.

Improvements like these will certainly improve existing programming and could help All Saints become even more connected to the greater community.

I would like to suggest that ECF staff stick around long enough to help Jamie Hamilton assemble and train a well-chosen team of lay assistants for the purpose of overseeing this campaign as much as possible.

Emphasize how we have benefited from past parishioners and how beautiful our campus is.

Partnering with other community organizations for mutual interests. Foundations with interest in preserving historical buildings. Potential match grants.

Off topic perhaps, but I would love to see a Saturday evening service. Our former Episcopal Church had a small service every Saturday evening and it was very special to us and others.

We are fortunate to have a vibrant parish under the blessed and dynamic leadership of Jamie Hamilton. This is really the time to do this...leveraging the Centennial of the laying of the cornerstone. It is our time to step up for the next 100 years of the church. All Saints' has been fortunate throughout its history to have parishioners who have stepped up to support the future of All Saints' that we enjoy now. This includes the upgrades to the Old Parish House, Reynolds Hall, the portico walkway entry to the Sacristy, major upgrades to energy efficiency and heating systems in the Rectory, Old Parish House and Reynolds Hall, and now the parking lot. It is our time as the stewards of this remarkable legacy to embrace the opportunity that is before us as a community of faith.

We should let the congregation know that they don't have to pay all of their pledge at once; it will be over three years which needs to be highlighted. I realize it is shown in the fine print on the final page. I just think it should be made more clear.

I really do not like the timing of this given the situation in our country.

I think the landscaping of the parking lot is a priority. Maybe volunteer help from the congregation could offset some of the cost?

Look into the possibility of grants. It is a lot of money to have parishioners contribute. Reynolds Hall definitely needs an upgrade but not a complete overhaul. It is still functional. We feel it is important for all to be able to go to church, respect and enjoy the service, have a safe place to park and socialize together. All the other stuff is extra at a difficult economic time.

What will be the length of the campaign? Over how many years can one pledge?

Are we concentrating too much on property?

I think it might be helpful to speak about additional uses of a renovated Reynolds Hall. There were many good suggestions for this in the cottage meetings which could be brought forward to inspire people. I would like to see additional statements on programs that might attract new folks or statements on why additional parking will help attract new people. It's not enough to make it beautiful and accessible for those that are here now. People need to be told specifically how these renovations and improvements will benefit the future of the church. It can't be assumed that people understand that.

Seeing the chart with pledges spread out over a three-year period was helpful. Starting out with a substantial "matching gift" challenge would be helpful in setting the stage for a successful campaign.

Would just want careful consideration given to the reality that you can only go to the well so many times with a limited group of people. So we would want leadership to be confident that this is the "big idea" that can keep the parish on a strong-- and serving--foundation.

Have faith in yourselves, in the parish of ASC. Act boldly!

Promote legacy giving.

Be very transparent. Communicate clearly.

Outreach, rather than "inreach".

Sharing more financial details.

It will probably never be easier than now to accomplish this.

We need to make sure our online and print communications keep the capital campaign a regular part of parish news. I'm in favor of noting progress in overall fund raising and how specific projects are progressing.

See what grants might be appropriate. Apply to the Goyette stressing the fact that many Peterborough residents come to All Saints for meetings, the music, the Tuesday suppers, etc.

Establish a leadership category for donors over a fixed amount to encourage those who can to increase their gift.

Be sure the congregation understands the need for these projects.

What are All Saints' long-term goals and projected demographics? Are you spending money on a parking lot that will be empty in 20 years?

Pressure neighbors to sell property.

Look at Jesus and His teachings feeding the hungry, clothing the poor, ministering to the sick. Where are these in our campaign?

I strongly urge AC for Reynolds Hall. Receptions on hot days are almost unbearable. This is much more important than a streamlined state of the art kitchen. AC should also include the Serendipity Shop.

Good stewards of the existing campus which is extensive in allowing for lots of services to the wider community.

Understanding the project needs have nothing to do with a pledge for the church.

Everyone should contribute, if only a little. Children and pennies!

If the driveway next to Reynolds Hall remained, traffic flow would be better both after service as well as for the Serendipity Shop.

### **Leadership**

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

11 Yes      71 No      48 Not sure at this time

Eight percent would be willing at this early date to volunteer. Another 37% are not sure at this time and may be persuaded to participate as the campaign plans are formulated. This is a relatively low response at this stage in the process.

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

Gail Anthony	
Ellen Avery	2
Jerry Branch	
Ramona Branch	
Jack Calhoun	7
John Catlin	
Judy Collier	
Jamie Conley	
Joan Cunningham	3
Deb DeCicco	
Kathryn Dodge	

Tricia Ducharme	
Pam Everson	2
Rod Falby	7
Jeff Fuller	4
Andrew Graff	3
Beth Healey	4
Hancock	
David Jette	
Jack Lewis	3
Lori & Lauren Lewis	
Boo Martin	
Madelyn Morris	2
Nick Morris	3
Greg Naudaschuer	4
Greg & Cindy Naudaschuer	
Andy Peterson	4
Bob Pettegrew	
The Pollocks	2
David Rowell	
David Simpson	
Jody & Rick Simpson	2
Rick Simpson	4
Winnie Skeates	
Jacqueline Smethurst	
Steve Smillie	
Phil Suter	4
Bob Weathers	

Someone who has a gentle, but persuading touch.

Probably best if the person is not a current vestry member (i.e. keep it separate from annual operating needs).

We have an experienced professional already on our staff.

Someone younger.

**Campaign Timing**

**12. Does a proposed solicitation period for pledges in early 2018 seem appropriate to you?**

60 Yes      12 No      57 No strong feeling

Forty-seven percent are in favor of the proposed timing. Forty-four percent expressed no strong feeling one way or another. The remaining 9% were opposed to the campaign timing. This is an endorsement that a campaign could proceed as scheduled.

**Gift Potential**

**13. Do you think a goal of \$570,000 (as outlined in the proposed plans) can be raised in gifts and pledges?**

46 Yes      10 No      76 Don't Know

Thirty-five percent believe the goal can be attained, while the majority, 58% have no opinion if it can be reached. Another 7% do not believe the goal can be attained. Normally, we like to see at least a majority believing the goal is feasible. Generally when less than half are confident about the projected goal, the proposed goal is usually too ambitious.

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

\$100,000 to \$200,000

\$250,000

\$350,000

\$400,000

**14. 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.)**

96 Yes      8 No      28 Not sure at this time

Seventy-three percent would be willing at this early date to contribute to the campaign, while another 21% expressed that they are not sure at this time. Only 6% indicated a negative response. This is positive and an indication that the campaign can proceed.

**15. If "yes," please estimate your possible total range of giving. Please refer to the chart in the case statement to see the number of gifts needed and monthly payments over 3 years. *This is not a pledge or in any way binding.***

<u>  22  </u> \$500 or less	<u>  20  </u> \$500 to \$1,000
<u>  21  </u> \$1,000 to \$3,000	<u>   9  </u> \$3,000 to \$5,000
<u>  10  </u> \$5,000 to \$10,000	<u>   4  </u> \$10,000 to \$15,000
<u>   4  </u> \$15,000 to \$25,000	<u>   0  </u> \$25,000 to \$50,000
<u>   2  </u> \$50,000 to \$75,000	<u>   0  </u> \$75,000 to \$100,000
<u>   0  </u> \$100,000 and above	

**Typical Gifts Essential to the Success  
of a \$570,000 Capital Campaign**

Size of Gift	# Needed	Gifts Indicated in Study*
\$100,000	1	0
\$75,000	1	2
\$50,000	1	0
\$25,000	2	4
\$15,000	4	4
\$10,000	6	10
\$5,000	15	9
\$3,000	19	21
\$1,000	22	20
\$500 and below	Many	22

\*Using the high range estimate

Respondents projected donations ranging from a low of approximately \$319,100 to a high of \$548,600. 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 \$570,000 as a primary goal.

## Planned Giving

**16. 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 via e-mail.**

- 5   Make a gift to your parish through a bequest in your will.
- 0   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 4.7% annually at age 65, approximately 5.8% annually at age 75)
  - receive an income tax deduction now for the gift portion
  - receive some tax-free income from the investment until your life expectancy age
  - possibly reduce applicable estate and inheritance taxes
  - enjoy the satisfaction that at the death of the final income beneficiary, the remaining principal would go to an Episcopal congregation or entity you designate
- 0   Create a Charitable Remainder Trust with appreciated assets (minimum gift of \$100,000)
- 0   Create a Pooled Income Fund gift for life (minimum gift of \$2,500)
- 0   Donate appreciated real property such as a house, vacation home, farm or business
- 4   Send me the *Overview of Planned Giving* brochure which explains planned gift options further
- 2   Add me to the Episcopal Church Foundation e-newsletter on estate planning.

**16a.   11   All Saints' Church is already in my will or estate plans.**

Eleven 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.

## **A Final Word**

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

Thank you, and best wishes.

*Section Three:*

**Appendix I:  
Tentative Case Statement**