



June 29, 2016

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

A special word of thanks goes out to the Vestry, especially Joe Fisher and Diane DiPalermo for scheduling the personal interviews, Brian Bishop and Richard Lavesque for their work on communications, Kevin Clark and Sandy Wilson for organizing the member database, and Judy Blaisdell and Susan Johnson for writing the case statement.

During the implementation process, we found friendly, concerned, and open communication regarding the proposed campaign and project plans. A total of 148 units participated in the survey; 16 interviews were conducted, 18 responded to the mail questionnaires, and 114 responded to the online survey. This represents a total response rate of 49% 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 an extensive period of researching options and engaging in parish-wide discernment regarding the future of Harris House, parishioners of Christ Church were surveyed through a Feasibility Study in May 2016. The purpose of the study was to determine the willingness of the parish to support a proposed capital campaign to raise up to \$2,200,000 to rebuild Harris House.

All members of the parish were invited to participate in the feasibility study and 49% responded to the survey via personal interviews conducted by the ECF consultant, and email and direct mail.

Responses indicate that 95% of the respondents were aware that the church is considering a campaign and 95% were aware of some or all of the proposed plans, a sign that communication has been strong. Responses also indicate 94% support among the respondents for conducting a capital campaign, although some have reservations. ECF recommends that Christ Church move forward with a capital campaign with an adjusted goal and clear plans for financing the remainder.

Study results indicated that 73% of respondents would contribute to a campaign at this time. By using the ranges of estimated gifts they indicated, and applying a formula which takes into account as yet unidentified gifts, as well as other relevant factors noted in the responses, ECF recommends that Christ Church conduct a capital campaign to raise a primary goal of \$898,000.

An additional challenge goal may be considered, which may encourage the congregation to stretch to longer pledge periods (five years instead of three, for example).

All of the comments provided by respondents are included in their entirety 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. Comments suggest that the leadership may need to increase communications around the ministries that will be enabled with the new building, as well as the costs and financing of the rebuild.

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

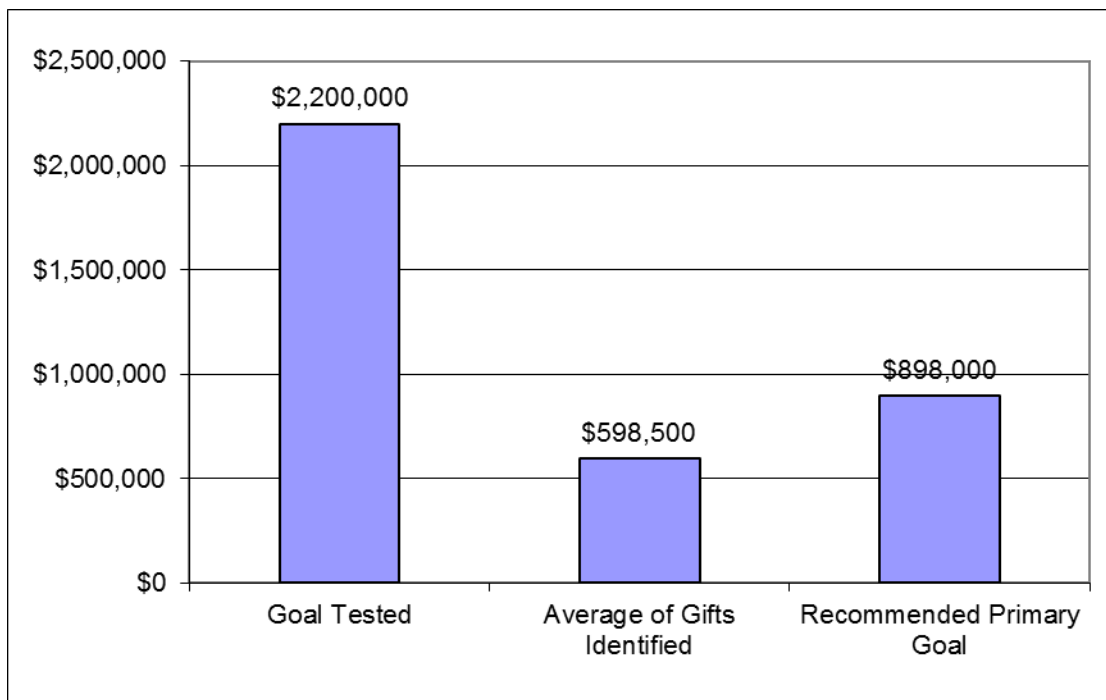
For some time, the leadership of Christ Episcopal Church, Exeter, New Hampshire, has been evaluating the parish's programs, facilities, and resources, and assessing the capital needs of the church. After much study and the involvement of many people, the Vestry authorized the Episcopal Church Foundation 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

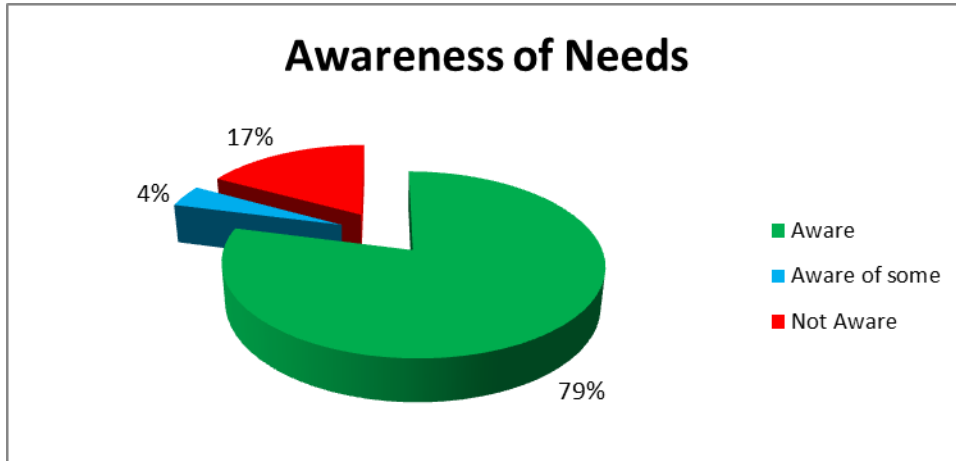
Gift Potential

Experience tells us we can take the average between the low estimate (\$427,000) and the high estimate (\$770,000) 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, \$598,500, when multiplied by this factor (1.5) reveals a suggested goal of \$898,000. This recommendation is made factoring in the reality that additional gifts, not yet identified, will be forthcoming; hence the multiple of 1.5.



Awareness of Need

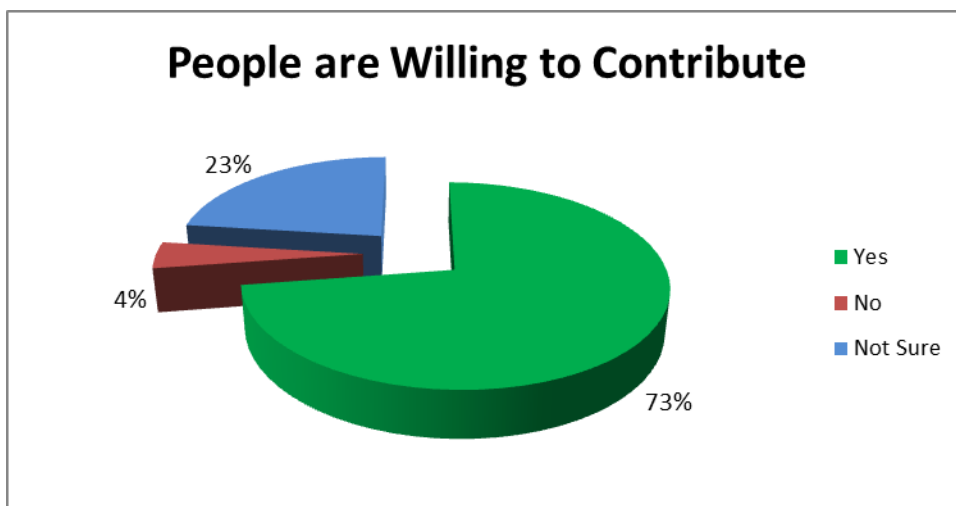
A majority of respondents (95%) were aware that Christ Episcopal Church is considering a possible campaign, and 95% were also aware of some or all of the proposed plans. Present awareness of need is a positive.



Interest in and Support for a Capital Drive

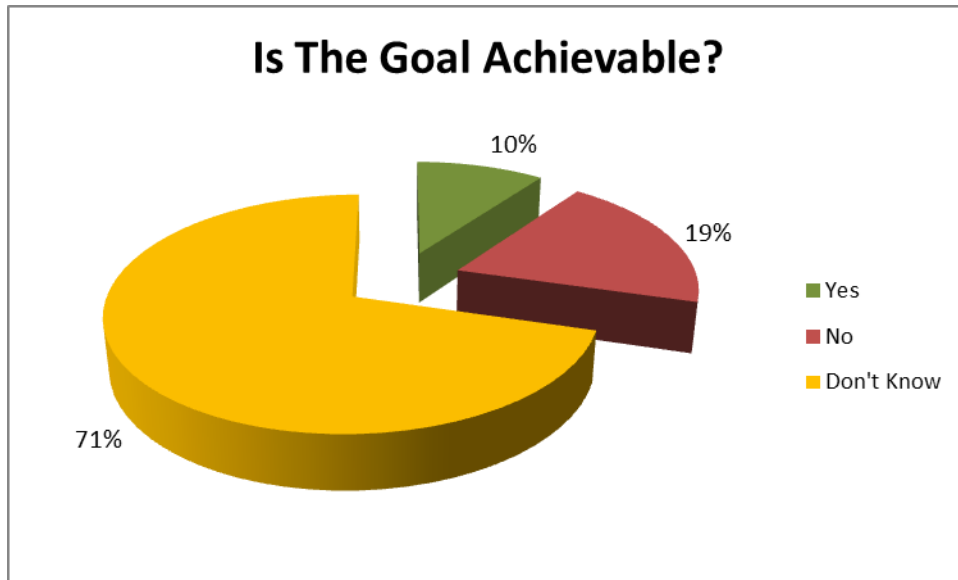
There is significant indication of support for the proposed campaign, but also signs that suggest caution. Positive signs from respondents include:

1. Ninety-four percent are in favor of the campaign, although some with reservations.
2. Only 8% are opposed to the proposed campaign timing.
3. Seventy-three percent of respondents would give to the campaign.

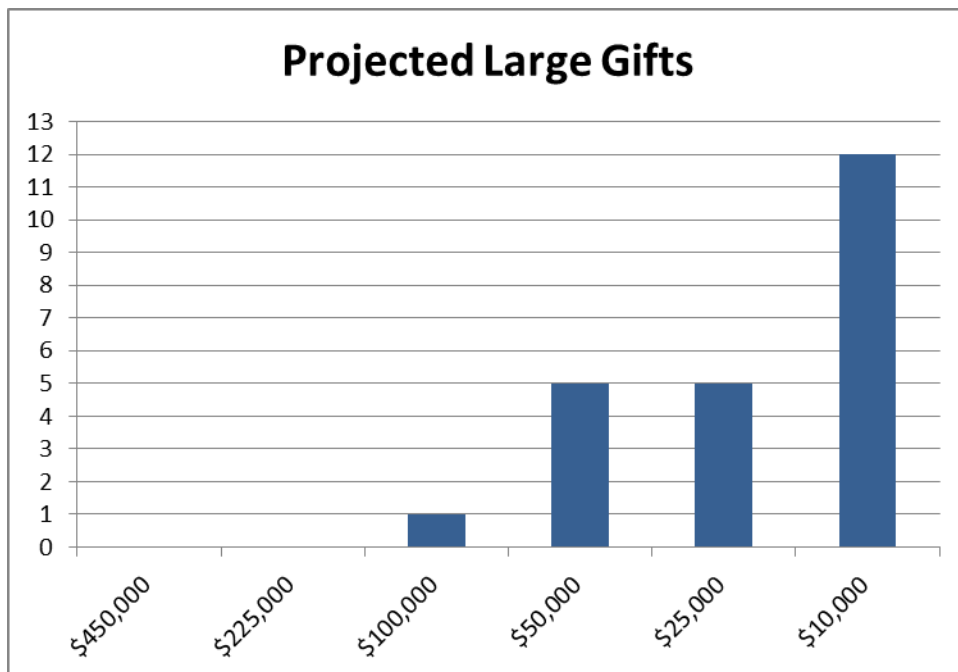


Concerns

1. Approximately 10% of respondents feel the goal is reachable. Nineteen percent feel it is too high. The remaining 71% had no opinion on whether this goal can be achieved. This is an indication that the proposed goal is too high.



2. No major gifts were identified, and too few larger gifts were reported at this early date to allow a goal of \$2,200,000 to be fully embraced.



Influential Leadership

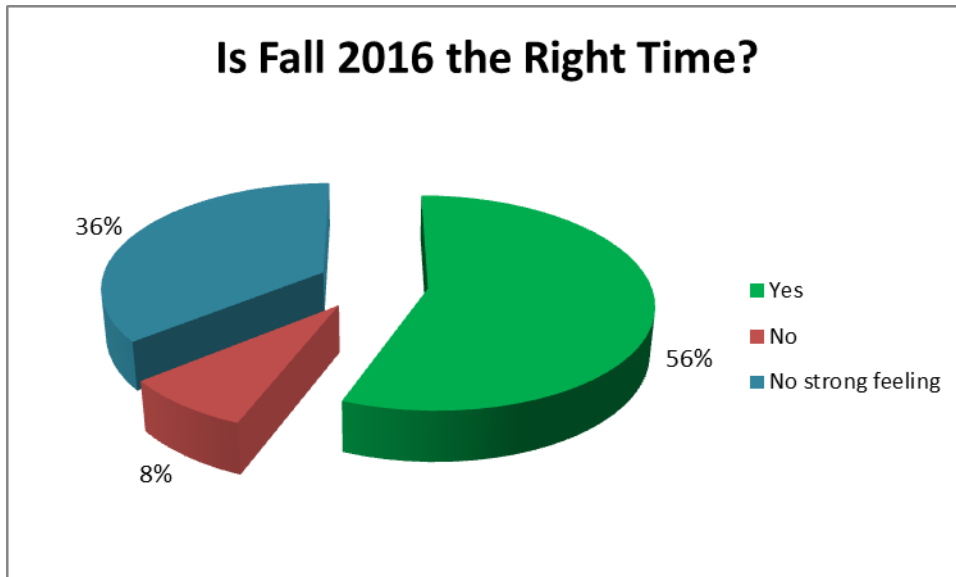
Strong leadership—both financial and volunteer—is absolutely essential for the success of any campaign. A leadership core is presently in place. It is the challenge of this leadership group to expand involvement within the parish, including other individuals who may have significant giving potential.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

Planned Giving

A number of people requested planned giving information, and five 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. 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 \$898,000 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 \$898,000 as the “primary” goal and establish a larger “challenge” goal, which would encourage the congregation to stretch to longer pledges—five years rather than three years, for example.

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

Recommendation #2

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

Recommendation #3

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

Recommendation #4

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

Recommendation #5

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

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

Months 3-4

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

Months 4-5

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

Recommendation #6

Select professional management to guide and direct the campaign to 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.

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 16 interviews were ultimately conducted by Diana Church of the Episcopal Church Foundation.

Phase III

A mail survey was sent to 63 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 224 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 63 direct mail questionnaires were mailed to the parish community.
- ◆ Of those, 18 were returned: a mail response rate of 29%.
- ◆ A total of 224 online surveys were sent to the parish community.
- ◆ Of those, 114 were returned: an online response rate of 51%.
- ◆ Including the 16 who were interviewed, 303 units were exposed to the study. Of those, a total of 148 units or 49% 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, 38%, attend worship services one or more time(s) per week. Another 38% attend two to three times per month.
- ◆ Regarding the financial-giving practices of those who responded, the majority, 79%, are regular contributors with a written annual pledge.
- ◆ In importance of charitable donations, Christ Church ranks in the top five charities that respondents donate to, with 54% rating it as such. Another 36% 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 Christ Episcopal 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 16 Personal Interviews, 18 Direct Mail and 114 Online Responses **Total of 148 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?

138 Yes 7 No

Ninety-five percent were aware that Christ Episcopal Church is considering a capital campaign. This is a positive indication that the church leadership has prepared the ground for a major capital campaign.

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

113 Aware 7 Not Aware 24 Aware of some of the needs

Seventy-nine percent of the respondents were aware of the capital needs of Christ Episcopal Church. Another 17% were aware of some of the needs. Only 4% were not aware of the needs. This is an indication that the leadership has done a fine job of communication.

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

Comments:

Would prefer to build in stone or brick.

Does the proposed plan cover Seacoast Family Promise (IHN), AA, and other ministries (WIC)?
Will the proposed plans disrupt current support of these programs?

Seems like more money is given to support buildings than to mission/ministry/outreach.

Disappointed with the case statement; nothing in case statement that describes how building enhances mission/ministry. Where is Seacoast Family Promise in the case statement? What does new building mean for community outreach? The case statement should be more specific. How does new building enhance mission? What does it enable us to do better/more? Current case statement is about building, not about what happens IN the building. Why is building important to you? Need more information about how new building is eco-friendly and green.

Appears that the new building is cutting the size of the church. Basement classrooms used to be the place for a booming church school but what about new building?

What about Seacoast Family Promise? Where are the rooms for Seacoast Family Promise? It looks like the rooms are smaller.

Hard to see the room dimensions in the graphic. Current building runs out of space during large events.

What about the Memorial garden? Will it be moved?

Current use of resources. Would the campaign goal be smaller if resources were allocated differently? I want to better understand how building supports parish vision. Currently the vision is not well articulated. What will we look like? What do we aspire to be when the building is done? People will be more invested if the vision is clearer. Also, if parish future is overseas missions, then why have a \$3.2 million building?

Want to build a building that is “lean and mean” and isn’t too focused on external appearance. Need to make better use of chapel. Why do the plans have multiple buildings, rather than one large building? Concerned about utility of the new building. If the focus were on utility rather than appearance, the cost of the new building would be less than \$3.2 million.

Would like to see the chapel renovated. The chapel needs to look like it belongs to the rest of the campus, should not be used for a storage area.

The case statement outlines needs well, but case statement does not mention work with homeless. Seacoast Family Promise is an important illustration of “loving neighbor as self”, but also should not build just for Seacoast Family Promise.

Very involved in Seacoast Family Promise. How does that ministry continue during construction? I am very aware that Seacoast Family Promise can’t continue at Christ Church without a rebuild.

Can the restrooms be moved closer to the sanctuary?

I wish the proposed plan included an outdoor (but covered) space to meet the needs that the current covered walkway meets.

The large meeting/event space seems small. Having lived through our worship space renovation and seen the growth following that, as well as a recent renovation and surge in building use at my workplace, I have concerns that this is not going to meet our needs in the future. I recognize that the trend is for the church to be active outside of its walls but we also need to realize that a new building will attract new use and, hopefully, spark an increase in ministries. We need a plan that allows for that growth. Just look at the blossoming theatre program since these plans were developed. Increased space needs equals larger footprint equals increased cost.

Growth versus contraction.

I don't see space for clergy staff other than the rector.

Enough storage for the growing theatre company.

A small detail, but in the days of re-thinking gender expression, let's have all bathrooms have stalls; no open urinals and consider a gender neutral facility as well.

A thorough review of renovating the current building - discussed, however not seriously considered so architectural and cost study has not been done on this option.

Parking, especially handicapped.

At least one gender neutral bathroom facility for transgender people.

I still have questions about the chapel space. Will it be taken down, moved, or done away with?

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 for a new parish hall?

87 Yes

9 No

45 Yes, but with some concerns

More than half, 62%, are in favor of the campaign, with another 32% in favor with some concerns. Only 6% are opposed to the campaign. This is a sign that the church community is willing to support a campaign.

Comments:

If the building is really going to DO things for us, then yes definitely; but if it's just about getting a new building then are there other ways to finance it – take advantage of low interest rates, for example.

We have to do something! Town might not allow Seacoast Family Service to be here because of the asbestos. But concerned about the size. Also concerned about ramp connecting two buildings – classrooms can't have slanted floors. So, we will need to dig two foundations to accommodate different building levels which increases cost. Why is the lobby so big?

I don't think they have any other choice.

It's about time; long overdue and something needs to happen; building has a lot of challenges.

Generally supportive but concerned about fundraising ability; concerned about potential effect on long-term debt and church's on-going operations and outreach efforts.

Yes it if can be financed.

With debt and consideration to liquidate trust.

To be blunt, I look out across our congregation and find it challenging, even from a position of faith, to imagine self-funding \$2.2 million dollars. Among the core Sunday attendees I know, most live on a fixed income or are just getting by. I recognize the authentic "leap of faith" the campaign requires, but pragmatically, I'm not sure if we can meet our goal independently.

Funds are tight with constant rise in expenses and no corresponding rise in wages.

Very expensive!

A concern all along is the following sentence in the January-February edition of *The Anchor*: "Though the initial design created by the architects is inspiring and functional, the Vestry believes that a less expensive design should also be on the table for consideration". Considering options that "lower the overall cost" of the project implies there is not enough support, or funding, to do a first rate job replacing Harris House. To settle for less and to approve a project with a smaller footprint than the existing facility in order to have something "new" would be a great mistake. The case statement seems weak and lacks specific program initiatives.

Christ Church has had difficulty funding day-to-day operations in recent years; barely able to maintain a balanced budget. The demographic of the parish is shifting, as everywhere, from dedicated financial supporters to those who do participate but don't commit financially. The general economic state is precarious, especially with upcoming elections, and large individual donors seem a thing of the past. I would be hugely opposed to using principal from endowments to fund this project.

My concern is regarding the financial capacity of the present congregation to support a capital campaign at the necessary level.

I don't want to be visited by someone asking for money.

Not sure if the money is there.

Not a money concern just a structure question.

Especially since the cost of fixing and renovating what we have has never been fully and equally evaluated. While having been assured that the new building option was not a foregone conclusion, it seems to be just that without the necessary and comparable analysis of an appropriate fix and renovate option. Not doing that analysis as it should and needs to be done, feels as though it was never a serious consideration, though words had suggested it were. This is quite dismaying.

I'm inclined to favor re-modeling of the existing building.

When I first starting working here and heard about the capital campaign, one of the reasons for doing a re-build was because there was a bunch of unused space. Since then we have a booming theatre company, many lessons taking place, more choral concerts than ever, and a lovely home school group. I am in favor of a rebuild so long as we don't downsize without our outreach programs growth as a top priority.

Expensive, but trying to limp along by continually patching up problems with existing parish house building also has significant ongoing costs, as well as not fully meeting current and anticipated needs.

Must be done to keep the church viable to meet the demands of life and needs in the surrounding area and what we want to do for the world.

The disruption of it all will be fairly unpleasant.

I know that the church needs a better space for parish activities and outreach, but I am concerned that the plans are beyond what is needed and that financing those plans will create undue tension and stress in the church community.

As a parish, we have not been "wonderful" about raising money in capital campaigns. As indicated in the next question, the possibility of long-term debt is very troubling given our pledging pattern and the age of our parish members.

Yes, get the church up to code.

Glad to see an element of community outreach.

5. If the proposed total goal of \$2,200,000 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?

63 Acceptable 65 Undesirable, but acceptable 8 Unacceptable

Forty-eight percent responded that it is undesirable, but acceptable to assume long-term debt; another 46% said it is acceptable. Six percent responded that long-term debt is unacceptable.

Comments:

A necessary evil.

It's not rational to push forward with a plan that's not fully supported, especially if capital campaign is already using endowment money (safety net funds); concerned about debt even though interest rate is low.

If you're going to take on debt, then do it now while the interest rates are low.

Just need to be thoughtful of the expenses involved with long-term debt.

What's the definition of "prudent"? Assuming prudent long-term debt is in form of a standard mortgage-type loan, then it's ok.

Everyone works to pay off church debt. Interest rate is very low; eliminate all unnecessary building costs, then borrow the maximum amount, THEN conduct capital campaign to pay off debt.

Interest rates are very low; could envision borrowing to build now and in another 10 or so years do another campaign to retire debt. But if the church does assume debt, be sure to have a plan to service and eventually pay off the debt.

When church was renovated (sanctuary and organ) several years ago, church took on considerable debt. Prudent debt is OK, but need to be careful not to take on too much debt. Also concerned about depleting cash reserves, implications for operating budget, as well as risk/debt tolerance of fiscally conservative congregation.

What is the line between "prudent" and "imprudent" long-term debt? Some debt is OK so long as it does not affect current operations of the church.

Depends on size of debt.

I'd be concerned with how we could do that. Personally, we're contributing as much as we're able at this time.

My comfort level would depend on the percentage of total cost that would be assumed by long-term debt, and the mortgage rate we could get.

Taking on debt would be a negative factor when the time comes for interviewing candidates for the Rector's position. It is also an indication of a lack of significant parish support.

I would like to hear more about 'prudent'. Annual fundraising for maintaining our budget is more and more difficult; would we be able to support that debt moving forward?

With the history of plans that happened several years back this would not be a good move. The parish was in trouble because some people did not listen to the rest of the people. It was a group of people that made these decisions. Then money had to be found to take care of a large problem that happened.

Then the cost would be considerably higher.

It's a slippery slope.

Only if significant work could be done AGAIN to reduce the ticket price.

We don't have the Dodd Trust to fall back on, as we did with the sanctuary remodeling.

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

Comments:

Young, new rector with energy. (3)

Good leadership. (6)

A large base with a history of involvement. (4)

Excitement and relief that building will be up to code; a new building opens new opportunities. (5)

Lots of new/young families. (3)

Well-motivated people. This is an affluent community/congregation, strong community, and support for project. (9)

There is opportunity to educate people regarding giving and untapped potential, community outreach programs are important, building is used for community outreach – new building will be more inviting and we can perhaps even do more. (4)

Viable parish; we seem to bring in new members and church is active in the community and is involved in outreach. (4)

People recognize the need to do something about the building; expect widespread support for and participation in the campaign. (16)

Everything all on one floor. (2)

A background of careful discernment that this is the right direction for us to take. Involvement of the congregation in the discussions. (3)

Active, engaged, loyal and interested congregation. (6)

Strong programs using the current space.

Support from the community. (2)

The excitement of a new facility that better meets our needs and is more cost efficient. (2)

Long-term community need.

Need to grow the parish even more.

New building – new always feels good; we have neglected updating building to the point that we need do something.

Youth program.

Great music.

Good/attractive church/sanctuary space; in reasonably affluent community (Exeter).

A lot of new people and many are not so involved, so the campaign can be a way to bring them in; people are getting involved in refugee sponsorship.

I love this church!

Necessary project, most people in the parish understand the need, not just about removing a negative thing but really it's creating a positive building.

Strong and united parish, passionate people, strong economy, and a lot of people see the need. This discernment process has been much more open, inclusive, and engaging of parishioners than organ/church renovation (which felt more like a vestry project).

Church is in a good place for a campaign; good attendance, good morale, strong clergy leadership.

Well-established position in community (stability), community is reasonably prosperous, opportunity to extend appeal of church in the community, new construction can create energy and increase attendance.

There are a good number of young families at Christ Church who are and will be involved in church life. They will need a safe and updated facility to call their spiritual home. It was done for the present members by Mrs. Harris so let's do it.

Continued growth and vision.

Church and town of Exeter demographics.

Vibrant clergy, involved membership, fairly affluent membership.

Frankly the most positive factor is that we have to do something: we cannot keep Harris Hall as it is and even if we kept the current building, we'd still need to fundraise to bring it up to code.

Engaged congregation; the need is clear; we have had successful capital campaigns in the past.

A large parishioner base with a history of involvement.

A strong cadre of older people with means and a large group of younger families in the prime of their earning years.

Better, more long-term use. Revitalizing the community.

From our perspective Christ Church is a strong healthy congregation with a promising future.

A dynamic congregation that is service oriented.

Christ Church is a wonderful place.

Detailed plans for the building which resulted from parishioner input.

An active parish that is dedicated to the missions we are involved in and those we serve.

The people do see that something needs to be done that will solve safety issues that are there. There has been a great deal of work put into education of the members of the church community. This was not done with the former project that took place years back. In that project, several people had goals they wanted taken care of and they went ahead and did them. The church was in trouble because of this. It was not good.

A healthy, growing membership dedicated to worship and community service.

Strong community ties.

Located in a relatively affluent part of the state and country.

There is a strong commitment to meeting annual budgetary goals. A sense of caring for each other will prompt parishioners to see the value of the new building offering total accessibility to all.

Having a useful and beautiful parish hall to match our worship space is a huge positive factor.

The building clearly needs improvement/replacement. Modernization of the facility enables better service delivery to users and provides a positive face to the community and prospective new parishioners.

If a \$2,000,000 campaign can't be successfully completed by a parish like Christ Church in a place like Exeter, NH, I don't know where it could be completed. The parish is strong and vibrant.

Strong leadership and educational programs in place. With these strengths, I believe it secures a stable financial future due to solid membership.

Diverse demographic.

Needed for SFP program.

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

Comments:

Financing/raising the money. (24)

The high price tag. (4)

Pledge profile is too low (not enough people giving at high levels). (9)

What about cost overrun and/or mission-creep? What happens to church community (attendance, etc.) during construction period? (14)

What happens if there's another downturn in the economy? There is some unease. (4)

Not a particularly affluent community; not the best economic environment. (3)

New and added ideas equals increased expenses. (2)

People's fear of debt. (3)

Lack of broad based parish support. (7)

A dwindling parish. (2)

Creating yet another "50-year building". Less space for too high a cost. (2)

Life is uncertain so making a long-term pledge as a parishioner and taking on debt as a group creates some anxiety. (2)

Financial restrictions if this study shows that a capital campaign comes up short of hopes. (2)

Maintaining focus, energy, and commitment level. (2)

Young families with less giving power and older folks on fixed incomes. (5)

Smaller space; current building has very functional space; new building will disrupt outreach ministries (which have been neglected), new space will look like a nice hotel, but doesn't have missions associated with it.

Would have more families with children if there were a more active children's/youth program.

Vision is not clearly articulated.

Where will the money come from?

Economy is questionable; too many political and international relations problems, population problems, pollution problems.

Church lacks a mission that is likely to bring people in.

Concerned that people are too concerned about their own interests/agenda.

Not happy with the “new” era of pledging, as opposed to tithing; pledging does not necessarily have the same theological meaning, so can you really count on people paying a pledge?
Concerned that people don’t value the act of tithing, may withhold pledge payments if unhappy with parish decisions. Seems that financial information isn’t always as transparent as we’d like; don’t feel confident that church’s true finances are accurately/clearly reported to parishioners. In general, it seems like people these days don’t see tithing/pledging/commitment to church as a financial responsibility; no spiritual value in giving.

Campaign lacks a real driving force – why are we doing this?

People don’t go to church anymore.

What happens to the chapel?

Conflict with annual campaign?

Parish composition has changed – fewer “cradle Episcopalians” and the idea of pledging/commitment is new for many people. It is hard to get people to commit financially and understand value of making membership and financial commitment. In general, social ties to churches generally are looser than they used to be in previous decades.

Some in the parish are not in favor of a rebuild. How can we justify a rebuild versus support of outreach efforts? This question comes up in churches and campaigns often and raises an interesting moral/ethical question. But a campaign can still be successful if the percentage of people who feel this way is not too large.

Capital campaign alone will not fund the development.

The number of congregants on fixed or limited income preventing us from fundraising all or a significant portion of the cost.

The price tag is high, and we may have outgrown the new space before it's even complete.

The church's "campus" has never been an attractive place and the church does not feel particularly sacred. This is a little like throwing good money after bad. Why not build a new church?

The price tag grows as we consider options. The need is apparent but there still seems to be concern/division about the proposed plan and if even our current programming will be served adequately. Visioning of future ministries and facilities needs related to those visions. This seems to be lacking in the process for developing the current plan.

The cost of the building relative to the history of parishioner pledges.

Energizing and engaging broader support from our members. Most parish efforts are actively supported by a relatively small minority of 'regulars'. To be successful, this effort must be seen as important by many who do not otherwise contribute. This is especially true among younger parish families. Even if their financial contributions may be small, it is vital that they do make a contribution.

We don't know if the parish can stand another money problem. It is very important that we are conservative in our approach which seems to be the present tone. This tone needs to stay. Also, for some people who have been here since the old church on Elliot Street, it is important that history be preserved. This was not what happened in the other project. Some example of this are: a) the altar and cross are outside of our church right now that use to be our worship center. b) thank goodness the chapel was saved. That was going to be made into offices in the last proposal. That would have crushed many people. This past project did not take into account the feelings of the parish members who had donated in memory of their family members for many parts of the church. There is a way it can be done and still mix the old with the new. Update for safety but keep the beauty of Christ Church Exeter along with history.

A capital campaign is usually widely unpopular. I don't know how to "soften" this.

The last time we did major renovations (church and organ) we lost many congregants.

The "core" parish members tend to shoulder the greatest load of financial, service, and maintenance responsibilities. Sharing the financial burden among all parishioners is quite different than having it shared amongst the smaller number of core members.

Not taking into account the growth of certain programs.

Inability to collect enthusiastic pledges.

Do you think it will really yield increased membership, interest in the church, utility among the majority of the congregation?

Obviously, some people will feel the cost of a new building is far too expensive, beyond our means, even if they believe it to be needed.

Not sure this will do the job as temporary office space will be needed and the new facility preferably would be entirely furnished with new furnishings and equipment.

The obvious: It's enormous and expensive. I hate to think that the parish's focus will become, by necessity, how to raise money.

Perceived needs and wants are not in alignment with church growth of the future.
Antiquated/nostalgic perceived need.

The most important question I have is whether Christ Church has both the lay leadership and staff leadership in place to move this campaign forward. This is a project that requires vision, inspiration, and strong leadership. It isn't about the next week or the next month, it's about the next 50 or if done right the next 100 years.

Competition for charitable resources.

8. 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:

Feel comfortable with the people involved in decision-making; leadership should consider carefully who the chosen contractor will be.

Discernment for proposed plans were not done in an open fashion; feels like the project is driven by the leadership; didn't feel like everything was on the table.

Case study needs to address mission/ministry and pledge profile; this needs to be addressed.

Who/where are the major/lead donors?

The 8:00 AM service doesn't have a "family" feel (haven't found any group/program that makes us feel like "home").

Where did the \$1 Million already in hand come from?

A slow and careful approach.

Leadership has been upfront and open.

Need to more clearly articulate the vision, the purpose, of the building. Vestry needs to over-communicate what the vision is; currently, that's not strong enough.

If we can't raise money for the campaign, how much debt can the church afford to take on? Does the Episcopal Church (Diocese, etc.) have funds to assist parishes with such efforts? Is it possible to build a smaller building for less money? What can we do to decrease cost of rebuild?

Should have been moving on campaign faster.

Would naming opportunities help raise funds?

Plan is based on a very short-term idea of what the church does, but what will we be doing in six months? Unwise to base church's physical structures on current activities regarding Seacoast Family Promise, especially when the neighborhood doesn't seem excited about the program.

Rather than plan for next 20-30 years, should plan for 50 years. Building plans are not sufficiently long-term in vision.

You need to get momentum going.

Keep membership informed throughout process; stay open to feedback. The process itself is very important.

Re-emphasize all the work that has been done getting to this point – this has been a multi-year process of discernment and information collection, not a rash decision. Continue education on the on-going project, keep people informed on progress; communication piece is very important.

We need the new facility – current building has just been patched and things can be patched only for so long. New building is necessary for church, community, for everyone. Building is not compliant with laws, it's not handicap accessible.

What happened to Christ Church endowment?

Include more discussion about planned giving. Must move forward before something horrible happens to the building. Take action now while interest rates are low. Are there unrestricted funds that can be made available to the campaign? Endowment funds are best used for capital projects such as this.

How do you get people to buy in to the project? What impact will the rebuild have financially? Will we continue to have a balanced budget? How much debt can the church realistically afford to service from the operating budget? We already run a lean machine, so what costs could be cut?

Don't borrow more than $\frac{1}{4}$ or $\frac{1}{3}$ of the cost of the new building; estimate financial goal based on records of donor contribution – relationship between annual and capital giving?

Involve young families.

I have you in my prayers.

Like the PBS stations, have your pledge taken out of your credit card or bank account monthly.

Development of a planned giving program at the church. Underscoring the "throwing good money after bad" issues around attempting a renovation of the existing building.

Given that the parish hall is currently used for important community activities (i.e. for the homeless and AA) have you looked into charitable grants?

Be optimistic about the future. Support and nourish the current practice of making new people feel welcome. Stay true to the mission statement and remember that the focus is and must continue to be the fact that our purpose is to worship God in the Episcopal tradition and never let who we are supersede whose we are.

Might be able to hold community classes or a preschool and use the fee charged to help pay some expenses.

Just keep listening to the people. We are so glad this study is being done at this point. People at meetings for the last update of the buildings were told that they could sit down. They were ignored even when they came in on their own to speak to the present minister of that time in his office. He just did what he wanted. He put the parish into real trouble. We appreciate that this committee seems to be taking slow. Also there is a lot of consideration for what people are thinking and wanting.

Do all the renovations to the chapel as well. Get it over with.

Do the necessary and appropriate job of evaluating a true fix-and-renovate of what we have, not a minimalist one as has been done thus far. Let us make a true comparison. Do a full analysis of the toxic hazards of new construction vs. a full and safe removal of the asbestos. These toxicities of synthetic materials, off-gassing, etc., have not been considered and will not dissipate in a short time. In addition EMF's, WI-FI and new building techniques that enhance the effects of these are issues either way and should be evaluated for the subtle but significant health effects that are only just beginning to be recognized.

Do grants exist to assist in funding based on charitable acts offered by the church?

Can the church use any of its endowment funds if they have any?

Fundraisers such as bake sales, rummage, suppers, etc.

Investigate availability of potential additional income from trust (from which we were able, with other beneficiaries' and court approval, to withdraw our then current interest and pay down debt following the organ acquisition and church building renovation) in which church had a potential additional interest.

I think the people involved in getting us to this point have done an amazing job of trying to take all ideas into consideration.

ANYTHING that contributes to a positive feeling/outlook for our struggling country, for a commitment to a God affirming, loving future is worth a monumental effort.

Consider using some of the endowment.

Letting parishioners know the alternative -- in drastic terms, we would need to close the church since the building is in disrepair and eventually not to code. Where would we all go? Might be important to try a week without CCE ... what do people realize they miss?

Keep the parishioners informed at all times - make it a transparent process, include items/furnishing donations available to help stretch the donation possibilities. Also, seriously consider the use of solar energy for electricity and or heating/cooling (consider geo-thermal as well).

Don't overestimate the depth of the pockets in the pews.

Perhaps fundraisers that encompass the community outside of the Episcopal clifiental. Include the general community, for instance, with raffles (big ones), etc.

Get an accurate model so we can “see” what this is all about.

None. This has been well discussed and strategized. The biggest thing will be sticking to their guns if we go ahead in reducing the cost piece of the project. We probably cannot please everyone's "pet project or mission" in this kind of situation parishioners need to acknowledge their ability to be flexible and think out of the box in using the new facility.

Find out before agreeing to this campaign what financial commitment parishioners are able to give. Find out if people would prefer to raise money before starting the building process.

Rent space in the new building to outside groups on a regular basis.

Spreading the news of the campaign to all of our friends who might be able to give more than others.

How to tap into the younger folks who may or may not be of a mind to support financially.

I don't know if we ask groups that use our building for some kind of donation or not. Maybe that is even a taboo suggestion, but then again they may not mind.

Find something to do with it during the week; spread our wings.

Tie the building project in with a “community engagement fund” goal in order to promote a bigger vision of bringing Jesus out into the community.

Leadership

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

24 Yes 61 No 55 Not sure at this time

Seventeen percent would be willing at this early date to volunteer. Another 39% are not sure at this time and may be persuaded to participate as the campaign plans are formulated. This is a relatively good response at this stage in the process. It appears likely that an adequate number of workers would be attracted to the campaign.

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

Steve Armstrong
Peter Baldwin
David Corbett
Diane DiPalermo
Chrissy Dube
Cindy Eaton
Cary Einhaus
Steve Gianotti
John Gilbert
Tom Gulliard
Dick Ingram
Chris Kramer
Eric LaMontagne
Debra Levesque
Richard Levesque
Melissa Poirier
Steve Portalupi
Kevin Sorber
Paul Wainwright
Sandy Wilson
Derek Wyskiel
Laura Wyskiel

Someone who has professional/other experience in this area.

Someone well-known/respected across the generations, with financial background in work or volunteer service, involved in several aspects/ministries of CCE life, and a good cheerleader.

Someone on the vestry.

Ex-vestry members.

Someone with marketing and fund raising experience and who has cheerleader qualities.

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

Carol Allard
Steve Armstrong
Pete Baldwin
Melissa Bishop
Judy Blaisdell
Pattie Buck
Barbara Corbett
David Corbett
Richard Daschbach
Burt Dibble
Diane DiPalermo
Joe DiPalermo
Chrissy Dube
Cindy Eaton
Cary Einhaus
Joe Fisher
Patricia Gianotti
John Gilbert
Wendy Gladstone
Alice Hill
Christine Hodsdon
John Hodsdon
Elizabeth Holcomb
Dick Ingram
Sue Ingram
Ken Jones
Tom Kelsey
Chris Kramer
Elease Latimer
Debra Levesque
Richard Levesque
Barbara Loh
Steve Loh
Dick MacCallum
John Maull

Donna McCay
Morgan McCay
Judy Mikami
Jim Miles
T. Murray
Cindy Nottage
Mark Pendleton
Lang Plumer
Melissa Poirier
Elaine Portalupi
Steve Portalupi
Robin Ratigan
Lucia Savage
Bill Scott
Tim Shaw
Kevin Sorber
David Tosatti
Carrie Underhouse
Paul Wainwright
Jackie Weatherspoon
Betty Wescott
Mike Woodruff
Derek Wyskiel
Laura Wyskiel

People on rector search committee.

Members of Vestry & Executive Committee

Committee should be representative of church – good mix of young, old, Seacoast Family Promise, various areas of church, etc.

Do we have any builders/contractors and bankers/financial types in the congregation?

Someone from the Riverwoods community.

A couple of past members of the vestry, at least one individual with the capacity for a substantial leadership gift seen as a thought leader among people with similar means, at least one individual from each of the ministries within the church (music, education, outreach, etc.), someone with strong marketing skills, someone with strong public presentation and facilitation skills, someone with an engineering background to translate construction/design concepts into understandable language for the general congregation.

Someone from the music end (organist, choir director, choir member), a Sunday school teacher, someone who works with SFP, a vestry member, and of course Mark.

Members of the vestry including officers (wardens, etc.). Those with a history of significant donations to the last capital campaign. Regular donors to the church.

I would discuss potential selection with people who played a significant role in implementing the prior organ/church renovation project and have current contacts. I would consult the vestry and those who were active in implementing the previous organ/church renovation project to help identify those who might serve in a new capital campaign.

Well respected members of the church with a cross section of ages and interests.

Vestry persons as initial committee people with some slots for others that are as interested.

Campaign Timing

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

Boy/Girl Scouts

Exeter Hospital

IOKA

PEA is doing a campaign. (3)

Phillips Exeter

Schools

Seacoast Family Promise – campaign to buy new building?

SELT

St. Andrew's

YMCA – campaign for new swimming pool. (12)

Taxes in Exeter will be going up due to the kindergarten project at Main Street School. They are also looking to put an addition at the Middle School which would be a major cost. On top of that, water and sewer rates are going up due to the new water treatment plant.

13. Does a proposed solicitation period for pledges in the fall of 2016 seem appropriate to you?

75 Yes 11 No 48 No strong feeling

More than half of the respondents, 56%, are in favor of the proposed timing. Thirty-six percent expressed no strong feeling one way or another. The remaining 8% were opposed to the campaign timing. This is an endorsement that a campaign could proceed as scheduled.

Gift Potential

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

5 Excellent 96 Good 30 Fair 1 Poor

Seventy-three percent of the respondents to this question believe the present local economy is good, 23% consider it fair. Three percent believe it to be excellent, and 1% of respondents rated it as poor.

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

25 Improving 83 Remaining the Same 25 Declining

Indications are that the local economy is remaining the same, with 62% rating it as such. Another 19% believe it is improving, and 19% believe it is declining. These responses express economic optimism. When people feel the economy is good, they are more apt to make gifts.

16. To attain the proposed goal, substantial leadership gifts would be required. Do you know of any individuals, foundations, or other sources that might support these proposed plans? If you have a personal tie to any of these, would you be willing to make an introduction to them of the campaign leadership? If so, please indicate and we will be in touch once the campaign goes forward. (Please include mailing address, phone number, and email address if possible.)

A confidential listing of responses has been provided to leadership.

17. Do you think a goal of \$2,200,000 (as outlined in the proposed plans) can be raised in gifts and pledges?

14 Yes 27 No 98 Don't Know

Only 10% believe the goal can be attained, while the majority, 71%, have no opinion if it can be reached. Another 19% 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?

\$500,000

\$800,000

\$1 Million to \$1.25 Million

\$1 Million to \$1.7 Million

\$1.1 Million (3)

\$1.1 Million to \$1.4 Million

\$1.2 Million (2)

\$1.25 Million

\$1.5 Million (4)

\$1.5 Million to \$1.6 Million

Fifty percent of the goal. (3)

**18. 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.)**

101 Yes 6 No 32 Not sure at this time

Seventy-three percent would be willing at this early date to contribute to the campaign, while another 23% expressed that they are not sure at this time. Only 4% indicated a negative response. This is positive and an indication that the campaign can proceed.

19. 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> 20 </u> \$500 or less	<u> 15 </u> \$500 to \$1,000
<u> 27 </u> \$1,000 to \$3,000	<u> 14 </u> \$3,000 to \$5,000
<u> 12 </u> \$5,000 to \$10,000	<u> 5 </u> \$10,000 to \$25,000
<u> 5 </u> \$25,000 to \$50,000	<u> 1 </u> \$50,000 to \$100,000
<u> 0 </u> \$100,000 to \$225,000	<u> 0 </u> \$225,000 to \$450,000
<u> 0 </u> \$450,000 and above	

**Typical Gifts Essential to the Success
of a \$2,200,000 Capital Campaign**

Size of Gift	# Needed	Gifts Indicated in Study*
\$450,000	1	0
\$225,000	1	0
\$100,000	3	1
\$50,000	9	5
\$25,000	12	5
\$10,000	18	12
\$5,000	27	14
\$3,000	30	27
\$1,000	35	15
\$500 and below	Many	20

*Using the high range estimate

Respondents projected donations ranging from a low of approximately \$427,000 to a high of \$770,000. While not indicated in the chart above, not all gift amounts were given within a range as presented. Some were given as singular amounts, e.g., \$5,000, instead of \$3,000 to \$5,000. The high and low estimates have been adjusted accordingly. These early estimates fall short of supporting \$2,200,000 as a primary goal.

Planned Giving

20. 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.

- 8 Make a gift to your parish through a bequest in your will.
- 5 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)
- 1 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
- 7 Send me the *Overview of Planned Giving* brochure which explains planned gift options further
- 3 Add me to the Episcopal Church Foundation e-newsletter on estate planning.

20a. 5 Christ Episcopal Church is already in my will or estate plans.

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.

A Final Word

The Episcopal Church Foundation thanks the leadership of Christ 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**